



# TOWN OF ARLINGTON

Fiscal Year 2019  
Town Manager's Annual Budget &  
Financial Plan



# **TOWN OF ARLINGTON**

## **Fiscal Year 2019 Town Manager's Annual Budget & Financial Plan**



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Town Manager

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Deputy Town Manager



**TOWN OF ARLINGTON  
ANNUAL BUDGET & FINANCIAL PLAN FISCAL YEAR 2019  
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## SECTION I

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# BUDGET MESSAGE



## A Resident's Guide to the Budget

Welcome! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Annual Budget & Financial Plan document is much more than just a collection of numbers; it is a reflection of our community's values, priorities, and goals. The Budget document serves as a policy document, a financial guide, and a communications device to its residents. To this end, it is designed to be as user-friendly as possible. This Annual Budget & Financial Plan was created to help orient readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find the introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the Town of Arlington.

### THE BUDGET PROCESS

The Town of Arlington is governed by the "Town Manager Act of the Town of Arlington, Massachusetts," by which a popularly elected, five-member Board of Selectmen appoint a professional manager to administer the daily operation of the Town. The Town's legislative body is a representative Town Meeting, which consists of 252 members elected from their home precincts. There are 21 precincts in Arlington. The Town Manager is the chief executive officer of the Town, managing the day-to-day business of Town departments.

In accordance with Section 32 of the Town Manager Act, the Town Manager must annually submit a budget to the Board of Selectmen and Finance Committee. Arlington has had a long tradition of developing a budget that clearly defines departmental goals and objectives and includes detailed trend analysis and long-term projections. The annual operating and capital budgets are submitted as part of the Town Manager's Annual Budget & Financial Plan. The Finance Committee reviews the Annual Budget January through April when the Committee submits its recommendations to Town Meeting. Town Meeting then adopts both the operating and capital budgets in May. During the fiscal year, budgetary transfers may be made with the approval of both the Board of Selectmen and the Finance Committee. Amendments to appropriations must be made by Town Meeting.

It is important to note that the financial and budgetary information presented in the Annual Budget & Financial Plan are projections and are subject to change prior to Town Meeting. For definitions of terms used in the Annual Budget & Financial Plan, see the Glossary at the end of this document.

For past budgets and plans, plus additional financial documents please visit [arlingtonma.gov/financial](http://arlingtonma.gov/financial).

### BUDGET CALENDAR

#### July

Fiscal Year begins July 1st

#### September

*Capital Budget* requests due to Town Manager

#### October

Long-Range Plan Updated Initial Revenue and Expenditure Forecast

#### November

*Operating Budget* requests due to Town Manager

#### January

Budget books distributed to Board of Selectmen and Finance Committee by January 15th

#### January/April

Finance Committee hearings on budget

#### March

Financial Plan distributed to Board of Selectmen and Finance Committee by the end of March

#### April

Finance Committee recommended budget submitted to Town Meeting

#### May

Town Meeting adopts *Operating and Capital Budgets*

#### June

Fiscal Year ends June 30th



## Community Profile

**Name:** Town of Arlington

**Settled:** 1635 (as Village of Menotomy)

**Incorporated:** 1807 (as West Cambridge) Renamed Arlington in 1867

**Total Area:** 5.5 Sq. Miles

**Land:** 5.2 Sq. Miles

**Water:** 0.3 Sq. Miles

**Elevation:** 46 Feet

**Public Roads:** 95.27 Miles

**County:** Middlesex

**Population:** 42,844 (2010 Census)

**Form of Government:** Representative Town Meeting

**School Structure:** K-12

**FY2018 Average Single Family Tax Rate:** \$12.13 per \$1,000

**FY2018 Ave. Single Family Home Value:** \$655,985

**Coordinates:** 42°24'55"N 71°09'25"W

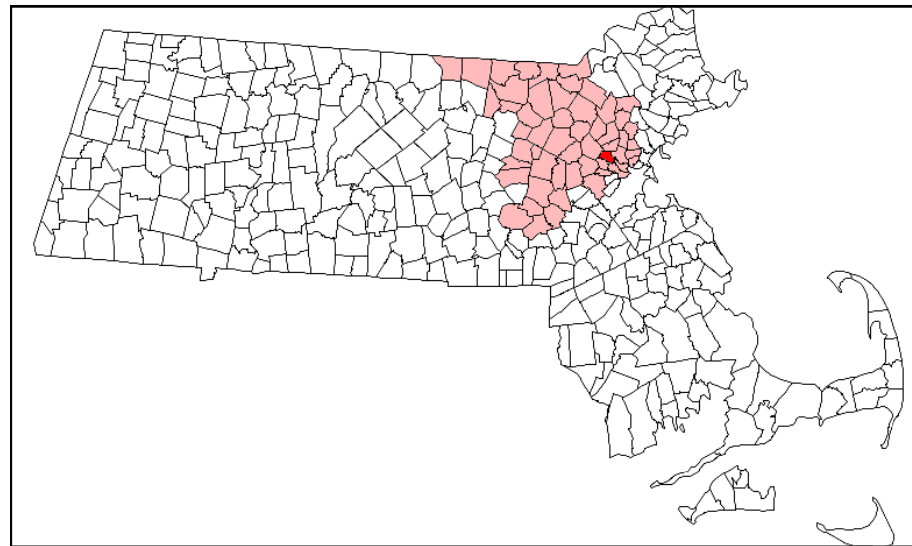
**Address:**

Arlington Town Hall  
730 Massachusetts Avenue  
Arlington, MA 02476  
Phone: (781) 316-3000  
[www.arlingtonma.gov](http://www.arlingtonma.gov)

The Town of Arlington is located six miles northwest of Boston and is home to over 42,000 residents living in a compact urban community of 5.5 square miles. Because of its proximity to Boston, Arlington residents are able to enjoy its diverse neighborhoods, active civic life, and good public transportation options. Arlington is more affordable than many of its neighbors and thereby attracts residents who value its geographic location and quality-of-life.

The Town of Arlington was originally settled in 1635 as a village named Menotomy, meaning "swift running water." In 1807, the name was changed to West Cambridge and renamed Arlington in 1867 in honor of the Civil War heroes buried in Arlington National Cemetery.

Arlington, which offers a diverse mix of residential settings and popular retail and entertainment options, has steadily evolved from a working-class community to a more affluent suburban town. Residents have a lot invested in the Town and come to expect excellent municipal services for a reasonable tax bill. The community has a strong history of supporting specific initiatives to improve the quality of these services. This support is evidenced by recent tax override initiatives to upgrade all the school facilities, and to maintain quality services.







GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Arlington**

**Massachusetts**

For the Fiscal Year Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director



### Fiscal Year 2019 Annual Budget & Financial Plan Budget Message

July 1, 2018

**To: The Honorable Board of Selectmen and Finance Committee**

I hereby transmit to you the FY2019 operating and capital budgets and the FY2019-2023 capital plan as voted by Town Meeting. The budget as proposed totals \$160,907,698 which is an increase of \$8,407,954 (5.5%) from the current budget. FY2019 is the first year, following the override passed in 2011 in which a withdrawal from the Override Stabilization Fund is proposed, in the amount of \$2,768,331. A summary showing a comparison of the FY2018 and FY2019 revenues and expenditures is shown on page 8. Also, this budget proposal will be made available via the Town's online budget tool, Arlington Visual Budget, by April 6th. It can be viewed at [arlingtonvisualbudget.org](http://arlingtonvisualbudget.org).

FY2018, the current fiscal year, is the fourth year beyond what was initially intended to be a three-year plan that incorporated the Proposition 2 ½ override of 2011 designed to carry the Town's budgets through FY2014. The key commitments along with updates on the status of meeting the commitments of that three-year plan are listed as follows:

- 1) *Override funds will be made to last at least three years (FY2012-FY2014). No general override will be sought during this period. – Current projections have extended the plan to cover FY2012-FY2020.*
- 2) *If the override passes there will be no Pay As You Throw (PAYT) fee implemented in FY2012, but the placement of a ballot question regarding a revenue neutral PAYT option will be considered in FY2013. - This ballot question was not advanced due to the Town's implementation of a mandatory recycling program in FY2013 which has stabilized both hauling and waste disposal costs.*
- 3) *Town and School operating budget increases will be capped at 3.5% per year. An additional allowance of up to 7% shall be allowed for documented special education cost increases. Should actual special education cost increases exceed this amount, the remaining School budget shall be decreased by the difference. – This commitment has been maintained and this year's Town operating budget proposes a 3.23% increase. Due to continuing enrollment growth, a school funding increase above 3.5% is proposed and discussed herein.*



4) *Health care cost increases will be programmed at 7%. Should actual increases exceed this amount, the Town and School budget totals shall be proportionately decreased by the excess amount. Should actual increases be less than this amount as a result of negotiated health care savings, the extra savings will be:*

*a) Deposited into the override stabilization fund to extend the three year override period;*

*b) Used to preserve services; and*

*c) To satisfy any and all negotiated items between the Town Manager, employees, and retirees. – The override period has been extended to nine years from the original three-year period based to a large degree on health care savings and the first year health care savings also supported FY2012 wage settlements with employee bargaining units. For future planning purposes, health care premiums are projected to grow at 5.25%, which more accurately reflects the historical average annual growth of Group Insurance Commission premiums.*

5) *An additional \$600,000 shall be appropriated for the School Department in FY2012 and \$400,000 shall be appropriated each year in addition to the amount currently appropriated in the capital budget for road improvements. – This commitment has been met.*

6) *Reserves shall be maintained in an amount equivalent to at least 5% of the budget. – This commitment is being maintained.*

At the time the 2011 override was proposed, the Town was facing a projected deficit of \$6 million. Also at that time, the Legislature was discussing giving municipalities more authority to control their health care plans and costs. Optimistically, it was assumed that some changes would be made to allow the Town to save \$1 million. The proposed override was then set at \$6.49 million, an amount that projected to maintain current service levels for three years.

Approximately a month after the override passed, the State approved a significant health care reform law for municipalities that provided authority to make health care plan designs which matched what the State provides to its employees and also authorized municipalities to join the State's health care plan. As a result, Arlington joined the State's health care plan, the Group Insurance Commission (GIC) and has achieved significant savings which have enabled the Town to stretch the three-year plan to a nine-year plan. We are mindful of the strong desire of residents to maintain quality services and the sacrifices they have made by supporting the override. We are committed to pursue all appropriate productivity improvements and cost reduction measures in order to sustain these quality services.





### **Balancing Community Needs with Fiscal Prudence**

Beginning in the fall of 2014, the Long Range Planning Committee (LRPC) held a series of discussions focused on the future of Town and School budgets and the amount by which they should grow on an annual basis. These discussions were prompted by the desire of committee members to explore strategies that could extend the life of the current Long Range Plan (LRP) and thereby forestall the next time an operating override would need to be considered. These discussions resulted in a number of recommendations being adopted for the FY2016 budget based upon the following principles:

- Exercising fiscal prudence to maintain financial stability through the success of a future operating override.
- Balancing prudence with recognition of the needs and expectations of Arlington residents and building Town and School budgets accordingly.
- Committing to strategically address the findings of the Comparative Compensation Study within the confines of the proposed long range planning parameters.

Based upon these principles, and the ongoing discussion of the Long Range Planning Committee, the following commitments are being maintained within the Long Range Plan:

- Health insurance premium growth is projected at 5.25% annually, mirroring the 10 year average premium growth of the GIC.
- Free Cash is assumed to be certified each year at the 10-year average certified amount.
- The rate of growth in annual pension costs is maintained at or below 5.5%.
- Annual budget growth for Town Departments is set at 3.25% for FY2018 and beyond.
- Annual budget growth for the general education portion of the School Department budget is maintained at 3.5% for FY2019 and beyond.

In addition to these commitments, the Town also maintains its commitment to addressing the financial pressures associated with Arlington's growing student enrollment. A funding formula, referred to as "Growth Factor" was first implemented in FY2015. Additionally, in recognition of the increased operating costs necessitated by the opening of the new Gibbs School for the start of the 2018-2019 school year, we have added a further \$1,300,000 to the school department budget. The details of this formula and its budgetary impact are described below.

### **Continuing to Meet the Needs of a Growing School Population**

In its initial implementation, the Growth Factor multiplied the amount of new students as of October 1<sup>st</sup> each year by 25% of DESE certified per pupil costs (PPC). Beginning in FY2017, this amount was increased to represent 35% of PPC as certified by DESE. For FY2019, this calculation has been maintained. Based on this, the FY2019 budget recommendation is as follows:

## Fiscal Year 2019 Budget



	FY 2018	FY 2019	\$ Increase	% Increase
General Education Costs	\$ 38,787,542	\$ 41,711,008	\$ 2,923,466	7.54%
Special Education Costs	\$ 20,037,415	\$ 21,440,034	\$ 1,402,619	7.00%
Kindergarten Fee Offset	\$ 970,000	\$ 970,000	\$ -	0.00%
Gibbs Funding	\$ -	\$ 1,300,000	\$ 1,300,000	
Growth Factor	\$ 1,133,528	\$ 831,980	\$ (301,548)	-26.60%
<b>TOTAL SCHOOL BUDGET</b>	<b>\$ 60,928,485</b>	<b>\$ 66,253,022</b>	<b>\$ 5,324,537</b>	<b>8.74%</b>

Growth Factor Breakdown	
FY 18 Enrollment Growth	170
DESE PPC for Arlington	\$ 13,984
35% of PPC for Arlington	\$ 4,894.00
<b>Growth Factor (35% PPC x 170)</b>	<b>\$ 831,980</b>

This budget recommendation provides a significant funding increase for the School Department, a 8.74% increase in an environment where property tax revenues are capped at an increase of 2.5%. This increase is made up of the usual 3.5% increase in General Education Costs, including the previous year's enrollment Growth Factor, a 7% increase in Special Education Costs, and this year's enrollment Growth Factor. In addition, there is \$1,300,000 more in the School budget to account for the increased costs associated with opening the Gibbs School. Finally, these figures assume an increase in Chapter 70 School Aid at the level recommended in the Governor's budget. This increase to the School budget is predicated on the Legislature increasing Chapter 70 aid at the same level. Details of the School Department Budget can be found at <http://www.arlington.k12.ma.us/administration/budget/>.

Overall, the FY2019 budget proposal is a level services budget that maintains core municipal services (Police, Fire, DPW) at current levels. Targeted investments have been made to address community needs and the details of those changes are discussed on page 6 and beyond. This approach allows the current override period to be maintained through FY2021. However, in FY2022, the Town's structural deficit reemerges and is projected to be approximately \$14.5 million. The Town's structural deficit is discussed in greater detail on page 18 and the Town's Long Range Plan can be viewed on page 25.

# Fiscal Year 2019 Budget



## Overall General Fund Budget Summary

	FY2017 Budget	FY2018 Budget	FY2019 Budget	Change \$	%
<b>Revenue</b>					
Property Tax	\$ 112,439,838	\$ 117,255,201	\$ 123,722,451	\$ 6,467,250	5.5%
Local Receipts	\$ 8,971,000	\$ 9,071,000	\$ 9,171,000	\$ 100,000	1.1%
State Aid	\$ 18,828,545	\$ 19,207,063	\$ 19,958,018	\$ 750,955	3.9%
School Construction Aid	\$ 2,474,774	\$ 1,615,914	\$ 476,523	\$ (1,139,391)	-70.5%
Free Cash	\$ 4,537,299	\$ 4,850,566	\$ 4,593,375	\$ (257,191)	-5.3%
Other Funds	\$ 200,000	\$ 500,000	\$ 200,000	\$ (300,000)	-60.0%
Override Stabilization Fund	\$ -	\$ -	\$ 2,786,331	\$ 2,786,331	100%
<b>TOTAL TAXES, FEES, AID, AND OTHER SOURCES</b>	\$ 147,451,456	\$ 152,499,744	\$ 160,907,698	\$ 8,407,954	5.5%
Transfers in (Offsets)	\$ 2,247,194	\$ 2,436,791	\$ 2,490,562	\$ 53,771	2.2%
<b>TOTAL REVENUES</b>	\$ 149,698,650	\$ 154,936,535	\$ 163,398,260	\$ 8,461,725	5.5%
<b>Expenditures</b>					
<i>Municipal Departments Appropriations *</i>	\$ 35,670,816	\$ 37,036,557	\$ 38,214,820	\$ 1,178,263	3.2%
<i>Offsets</i>	\$ (2,247,194)	\$ (2,436,791)	\$ (2,490,562)	\$ (53,771)	2.2%
Municipal Departments (Taxation Total)	\$ 33,423,622	\$ 34,599,766	\$ 35,724,258	\$ 1,124,492	3.2%
School Department	\$ 57,172,443	\$ 60,928,485	\$ 66,253,022	\$ 5,324,537	8.7%
Minuteman School	\$ 3,649,349	\$ 4,291,333	\$ 4,936,724	\$ 645,391	15.0%
Non-Departmental (Healthcare & Pensions)	\$ 26,562,346	\$ 27,381,296	\$ 27,924,645	\$ 543,349	2.0%
Capital (Includes Debt Service)	\$ 11,192,533	\$ 11,523,825	\$ 12,857,157	\$ 1,333,332	11.6%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 5,593,112	\$ -	0.0%
Warrant Articles	\$ 802,224	\$ 1,319,355	\$ 1,153,137	\$ (166,218)	-12.6%
Reserve Fund & Elections	\$ 1,607,650	\$ 1,506,440	\$ 1,553,287	\$ 46,847	3.1%
Override Stabilization Fund Deposit	\$ 2,349,927	\$ 211,136	\$ -	\$ (211,136)	-100%
<b>TOTAL EXPENDITURES</b>	\$ 142,353,205	\$ 147,354,748	\$ 155,995,342	\$ 8,640,594	5.9%
<b>Non-Appropriated Expenses</b>	\$ 5,098,251	\$ 5,144,996	\$ 4,912,356	\$ (232,640)	-4.5%
<b>Surplus / (Deficit)</b>	\$ -	\$ -	\$ -	\$ -	-

\*The FY17, 18, and 19 Budgets reflect offsets as a revenue source, per guidance from the Department of Revenue.





### Departmental Budgets

Departmental operating budgets have been held to a 3.23% increase in accordance with the Long Range Plan. With respect to personnel costs, all collective bargaining agreements are under negotiation, so \$720,000 has been set aside for contract settlement. One full time position has been added to the budget, and several part time positions have been incrementally increased, resulting in a net increase of three general fund positions from FY2018 (see personnel chart on page 10). There also is a reported increase of 5 new enterprise fund positions, though 4 of these are existing positions being reported in a different manner. Some of the more significant budget changes include:

#### **Public Works (DPW): +\$239,854**

The DPW budget proposes increases in solid waste hauling, solid waste disposal, and recycling costs in the amount of \$168,495 as a result of increases in solid waste tonnage and contractual obligations. The DPW budget also includes an increase in funding for tree planting (\$25,000) and an increase of \$21,861 due to making the Tree Warden position full time. There is also a proposed increase of \$45,000 in traffic signal maintenance to more accurately reflect historical spending in that category.

#### **Planning & Community Development (PCD): +\$90,829**

The PCD budget proposes the creation of a Senior Transportation Planner (\$78,089) position aimed at working to address increasing neighborhood traffic related concerns and also focused on working with the Transportation Advisory Committee on larger transportation projects across Town. The PCD budget also includes a \$15,000 expense increase in order fund planning services related to arts and culture efforts in Town. These proposed increases are offset by decreases in various expense line items that align proposed funding with historical spending.

#### **Libraries: +\$59,599**

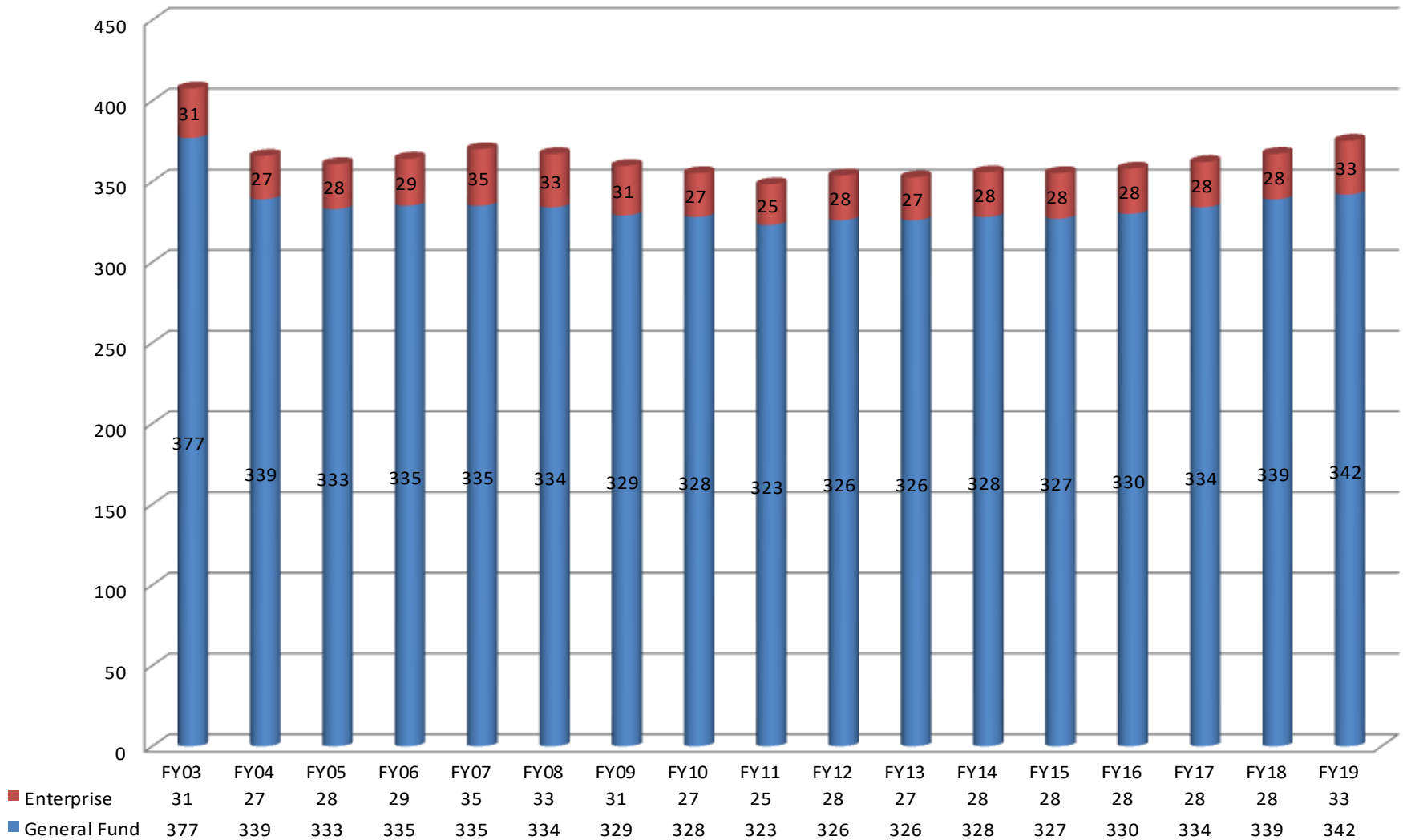
The Libraries budget proposes the creation of an Adult Services Librarian (\$52,015) position to more adequately meet the current needs of library users. This position will allow both the current Teen Librarian and Technology Librarian to focus on their subject matter area, thereby multiplying the productivity impact of this addition. The remaining increase is due to personnel turnover and changes in the pay and classification plan.

#### **Health & Human Services (HHS): +\$45,342**

The HHS budget proposes increasing the hours of the Council on Aging Social Worker by 7 hours per week at a cost of \$13,590. This will allow the COA to further increase the assistance it provides to seniors in accessing SNAP and other food benefits, housing, transportation, heating assistance, and medical support. The HHS budget also increases mosquito control funding by \$10,000 and rodent control funding by \$30,000 in direct response to increased complaints about the growing prevalence of these vectors of disease.



## Town Personnel Trends FY 2003 - FY2019 FTEs





## Healthcare/Other Post-Employment Benefits (OPEB)

The General Fund Health Insurance appropriation will decrease by \$80,461, because the rates from the State Group Insurance Commission were essentially flat in the FY2019 budget. This decrease is happening even though the budget assumes an increase in benefit eligible school department employees based on the student enrollment growth.

In FY2019, the Town will once again ask for a direct appropriation from the Health Claims Trust Fund into the Town's OPEB Trust Fund. The Town's portion of the Health Claims Trust Fund has an approximate balance of \$2,200,000. The FY2019 recommendation to fund OPEB with \$300,000 from the Health Claims Trust Fund is the sixth year in what is a recommendation to adopt this practice for a ten year period or until the Health Claims Trust Fund is exhausted. This \$300,000 contribution is in addition to the \$636,982 amount otherwise earmarked for appropriation into the OPEB Trust Fund, bringing the total proposed appropriation for FY2019 to \$936,982. The table below provides information regarding the Town's OPEB Trust Fund and OPEB liability.

Town of Arlington OPEB Liability - As of January 1, 2016						
Active Employees (Future Retirees) Liability	% of Total Liability	Retiree Liability	% of Total Liability	Total Unfunded Liability	Accumulated Assets Towards the Liability	Total OPEB Liability
\$87,300,000	44%	\$111,700,000	56%	\$192,100,000	\$8,9000,000	\$201,000,000

## Planning Locally for a Changing Climate and a Changing World

The FY2019 budget contains several proposals prompted by the local impacts of climate change and rapidly evolving technology. The combination of these factors has created a dynamic in which the Town finds itself faced with the need to both respond to and plan for issues that have either not traditionally been a large focus of the local government or are altogether new. The FY2019 budget proposes an increase of \$40,000 to address increasing concerns caused by disease vectors, both mosquitoes and rodents. Mosquitoes carry disease and are a threat to public health. As climate change has progressed, we have started to see new species of mosquitos that were previously only considered a threat to southern parts of the North America. Warmer winters have also allowed mosquito populations to fare better over the winter, thereby increasing their population throughout the year. The requested funding will allow us to dredge mosquito breeding grounds to reduce their prevalence in Arlington. There has also been an increase in reported rodent activity in Town over the past three years. Part of this has been caused by the warmer winters as well. As rodents are also a threat to public health, the requested funding will allow the Town to work with residents on strategies for controlling rodent activity on both public and private property.





### **Planning Locally for a Changing Climate and a Changing World (*continued*)**

The FY2019 budget also proposes a significant increase in funding for both tree planting and for tree related planning and management via an increase in the Tree Warden's hours. This is in response to both resident demand and concern, but also in response to recent data compiled by the Tree Committee which show an increase in heat islands in Arlington that can be mitigated through a strategic expansion of Arlington's urban canopy.

Going further, the addition of Senior Transportation Planner position is partially prompted by the impact that Waze and other navigation apps are impacting traffic on residential streets. This is a matter that communities across the nation are facing and it is caused by the rapidly expanding capabilities of smart phones and their associated apps.

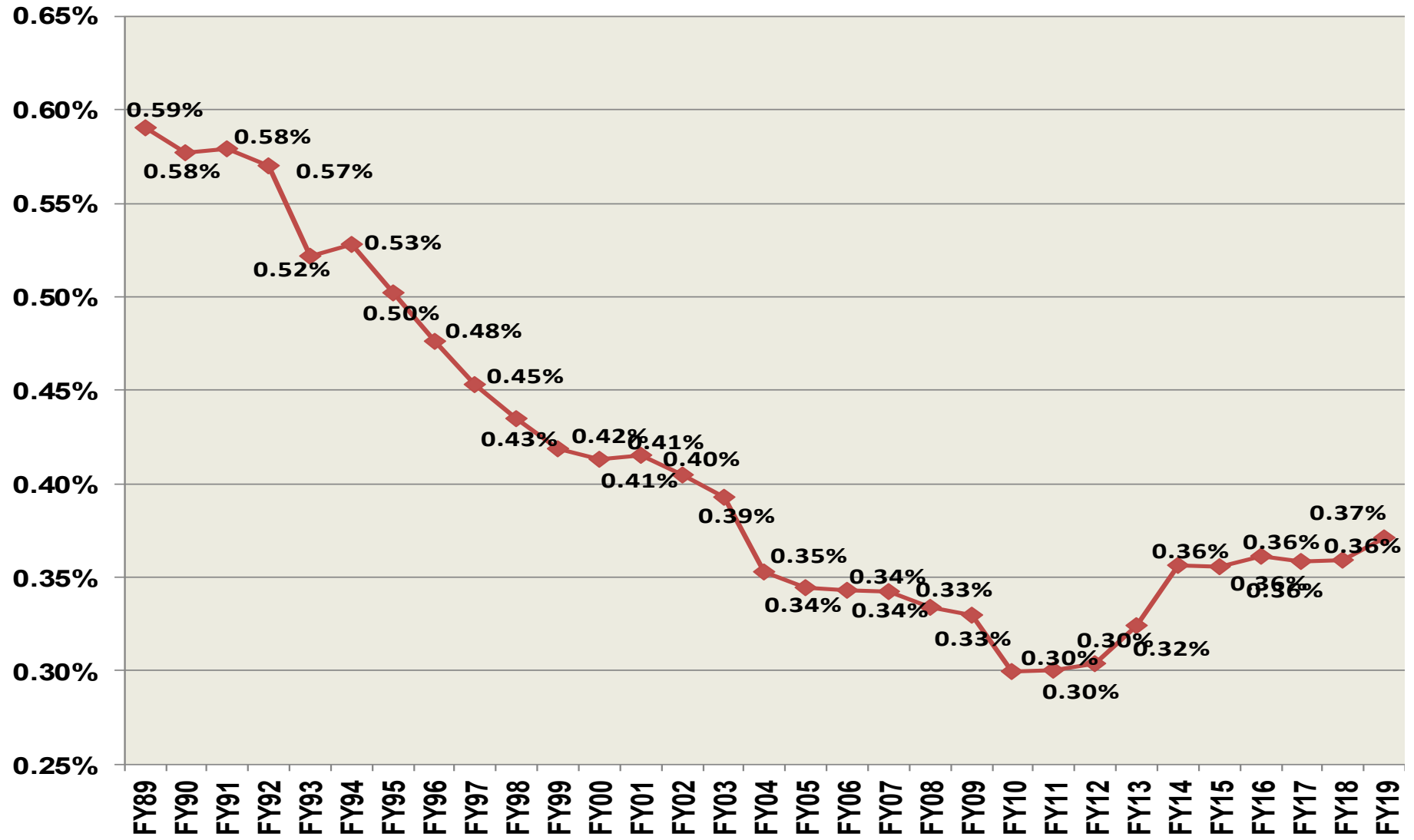
The combination of these issues and others has prompted the Town to work to both plan and operate in new and different ways. The Town is committed to this proactive approach to these matters as it works to ensure that Arlington maintain its quality of life and sense of community.

### **Sustainability/Energy Conservation**

In 2010, Arlington was named a Green Community by the State's Green Communities Division in recognition of the work that Arlington has done in the past to reduce energy usage, and the plans it has to further reduce energy use in the future. Arlington has substantially benefited from its cooperation with the Green Communities Division, having received six grant awards over the past seven years, totaling \$1,365,419. The most recent grant award of \$179,698 came in 2017 and provided funding for LED lighting at the Brackett, Dallin and Ottoson as well as HVAC improvements at the Dallin and the purchase of two electric vehicles for the Town fleet. Also, in 2015, the Town installed solar photovoltaic panels on six school roofs via a power purchase agreement with Ameresco. This installation produced 793,180 kWh in its first year of operation. Over the course of the 20 year agreement, the Town estimates a costs savings of approximately \$2,000,000.



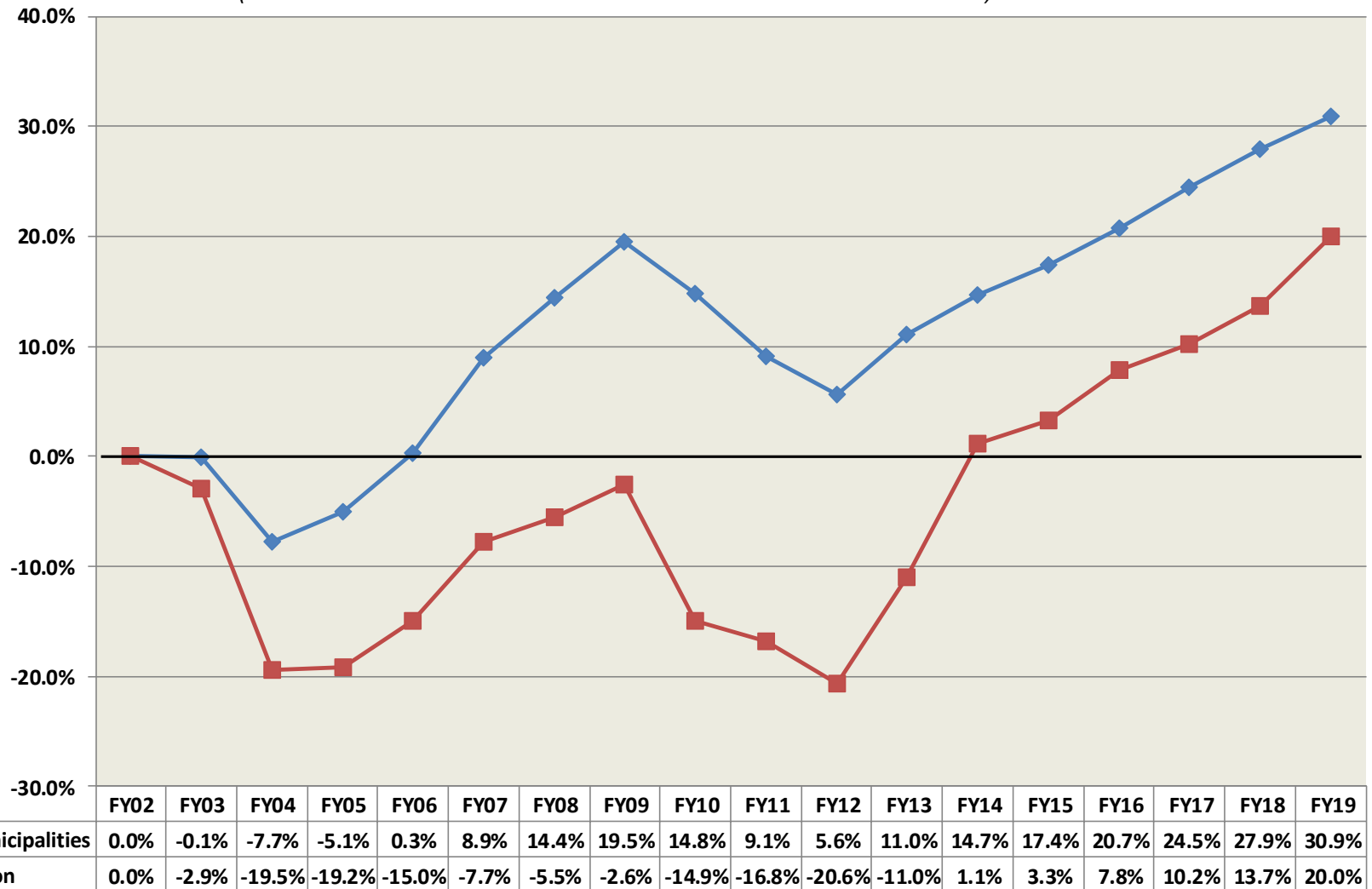
### Arlington's Percent of Total State Aid





## State Aid Cumulative Year-to-Year Percent Change Since Fiscal Year 2002

*(Numbers Exclude School Construction and METCO Reimbursements)*





### Comparative Data

The FY2019 Annual Budget & Financial Plan includes a set of comparable communities that includes Belmont, Brookline, Medford, Melrose, Milton, Natick, Needham, North Andover, Reading, Stoneham, Watertown, and Winchester. These communities were selected by Town, School, and Union leadership. These communities were identified based on a number of factors including; population, 5 year average municipal growth factor, population per square mile, median income per capita, median income per household, single family median home value, average family tax bill, total tax levy, excess capacity as a percentage of maximum levy, and residential valuation as a percentage of the total tax levy.

There are a number of factors that contribute to Arlington's structural deficit – some common among all municipalities and some unique to Arlington. Some factors particular to Arlington include the fact that Arlington is a densely populated, fully built-out community (see Tables 1 and 2 on page 16). Revenue from growth in the tax base ranks 7 among a group of 13 comparable communities (see Table 3), and remains under the state-wide average. Another indicator of the Town's ability to and opportunity to raise revenue is a measure developed by the Department of Revenue called Municipal Revenue Growth Factor (MRGF). It measures a community's ability to raise revenue, taking into consideration a community's tax levy limit, new growth, state aid, and local receipts. As you can see from Table 4, the state-wide average and average of the twelve other comparable communities' MRGF is 4.41 and 4.20 respectively. Arlington's is 4.03, below the comparable communities' and state averages.

Another factor affecting the Town's financial structure is its tax base. The Town's tax base is nearly all residential - the commercial/industrial sector makes up slightly less than 6% of the total. Table 5 shows that Arlington's commercial/industrial tax base ranks 11th out of 13 comparable communities. The average of these communities is 15.62%, more than two times that of Arlington. This affects not only the Town's ability to raise revenue, it places a heavier tax burden on the residential sector as there is almost no commercial/industrial sector with which to share the tax burden. Notwithstanding this, the tax burden, when measured several different ways, is below the average of the 13 comparable communities. In fact, the Town ranks 8th in taxes per capita (Table 6), and 11th in taxes per household as a percent of median household income (Table 7). This is despite the fact that Arlington's tax levy includes more than \$5 million in MWRA water and sewer debt.

A look at how the Town's spending levels impact the Town's financial position shows that the Town's spending per capita is well below the state average and the average of the 13 comparable communities. Arlington ranks 9th out of 13 comparable communities in overall expenditures per capita (see Table 8). The spending average of the other comparable communities is approximately 13% greater than Arlington.

With spending below average for comparable communities, and with revenue growth opportunities below the statewide and comparable communities average, it is clear that the structural problem with the Town's finances lies with the revenue side of the equation as opposed to the spending side.

# Fiscal Year 2019 Budget



Table 1		Table 2		Table 3		Table 4	
Municipality	Pop Per Square Mile	Municipality	Households Per Sq Mile	Municipality	New Growth Avg. '15-'17	Municipality	FY2019 Municipal Revenue Growth Factor
1 BROOKLINE	8,708	1 BROOKLINE	3,890	1 NEEDHAM	3.79	1 NEEDHAM	6.40
2 ARLINGTON	8,500	2 ARLINGTON	3,747	2 WATERTOWN	2.68	2 NATICK	5.70
3 WATERTOWN	8,028	3 WATERTOWN	3,652	3 MEDFORD	1.82	3 STONEHAM	4.10
4 MEDFORD	7,023	4 MEDFORD	2,787	4 STATEWIDE	1.78	4 READING	4.08
5 MELROSE	5,904	5 MELROSE	2,398	5 READING	1.64	5 BELMONT	4.08
6 BELMONT	5,436	6 BELMONT	2,142	6 BROOKLINE	1.34	6 ARLINGTON	4.03
7 WINCHESTER	3,655	7 STONEHAM	1,510	7 ARLINGTON	1.26	7 MEDFORD	3.93
8 STONEHAM	3,534	8 WINCHESTER	1,309	8 NATICK	1.25	8 MELROSE	3.84
9 READING	2,551	9 READING	889	9 WINCHESTER	1.25	9 NORTH ANDOVER	3.77
10 NEEDHAM	2,358	10 NATICK	886	10 NORTH ANDOVER	1.25	10 WATERTOWN	3.75
11 NATICK	2,335	11 NEEDHAM	860	11 SONTEHAM	1.07	11 WINCHESTER	3.71
12 MILTON	2,091	12 MILTON	703	12 BELMONT	0.97	12 BROOKLINE	3.57
13 NORTH ANDOVER	1,096	13 NORTH ANDOVER	373	13 MILTON	0.85	13 MILTON	3.51
Ave w/o Arlington	4,393	Ave w/o Arlington	1,783	Ave w/o Arlington	1.64	Ave w/o Arlington	4.20
Arlington	8,500	Arlington	3,747	Arlington	1.26	Arlington	4.03
				State-Wide Ave	1.78	State-Wide Ave	4.41



# Fiscal Year 2019 Budget



Table 5		Table 6		Table 7		Table 8	
Municipality	FY2018 Commercial/ Industrial/ Personal % of Total Tax Levy	Municipality	FY2018 Taxes Per Cap	Municipality	FY2018 Taxes/ Household as % of 12-16 median income	Municipality	FY2015 Total Exp Per Cap
1 WATERTOWN	33.70%	1 NEEDHAM	\$4,457	1 NEEDHAM	8.5%	1 NEEDHAM	\$4,666
2 NEEDHAM	23.08%	2 WINCHESTER	\$4,018	2 WINCHESTER	7.4%	2 WINCHESTER	\$4,528
3 NATICK	20.99%	3 BROOKLINE	\$3,575	3 BROOKLINE	7.8%	3 BROOKLINE	\$4,124
4 MEDFORD	19.32%	4 BELMONT	\$3,495	4 NATICK	7.3%	4 BELMONT	\$3,961
5 BROOKLINE	17.48%	5 WATERTOWN	\$3,069	5 BELMONT	7.6%	5 WATERTOWN	\$3,646
6 STONEHAM	17.47%	6 NATICK	\$3,050	6 WATERTOWN	7.1%	6 NATICK	\$3,638
7 NORTH ANDOVER	16.78%	7 MILTON	\$2,917	7 MILTON	6.7%	7 READING	\$3,395
8 MELROSE	8.30%	8 ARLINGTON	\$2,663	8 NORTH ANDOVER	6.5%	8 MILTON	\$3,300
9 READING	8.00%	9 READING	\$2,656	9 STONEHAM	6.2%	9 ARLINGTON	\$3,209
10 MILTON	6.13%	10 NORTH ANDOVER	\$2,492	10 READING	6.4%	10 NORTH ANDOVER	\$2,953
11 ARLINGTON	5.97%	11 STONEHAM	\$2,258	11 ARLINGTON	6.0%	11 MELROSE	\$2,900
12 BELMONT	5.93%	12 MELROSE	\$2,067	12 MEDFORD	5.7%	12 STONEHAM	\$2,854
13 WINCHESTER	4.25%	13 MEDFORD	\$1,914	13 MELROSE	5.6%	13 MEDFORD	\$2,517
Ave w/o Arlington	15.62%	Ave w/o Arlington	\$2,997	Ave w/o Arlington	6.9%	Ave w/o Arlington	\$3,540
Arlington	5.86%	Arlington	\$2,663	Arlington	6.0%	Arlington	\$3,209



### **Collective Bargaining and Employee Relations**

All Town and School employee unions have contracts in place through the close of the current fiscal year, FY2018. Bargaining for successor agreements is underway and the recently updated Comparative Compensation Study will be used to guide collective bargaining efforts for contracts beginning in FY2019.

### **State Aid**

State aid, exclusive of school construction aid, is projected to increase by \$600,252 or 3.13% in FY2019. This projected increase is based on state aid figures in Governor Baker's FY2019 State budget, released in January. That budget contains increase for Arlington's Chapter 70 school aid of 3.2% and Unrestricted General Government Aid (UGGA) of 3.5%. This assumption will result in an increase in Chapter 70 funding of \$353,807 and an increase of \$265,265 in the UGGA allocation. These increases are subject to approval by the Legislature. The House of Representatives will release its version of the FY2019 State budget in April.

### **Financial Structure and Outlook**

Each year, for several years, the Town has had a structural deficit whereby the growth in revenues has not kept pace with the growth in costs necessary to maintain a level service budget. This has happened despite a significant reduction in the Town's workforce and spending levels near the bottom of its comparable communities.

The annual structural deficit is estimated between \$2.0 and \$2.5 million. As a result of being a built out (further density being the only real growth opportunity) community with limited available growth in its tax base and only recent improvement in its state aid, the Town has had to rely on periodic tax overrides to sustain service levels. Still, in the 30 years of Proposition 2 ½, there have been only three general tax overrides.

As a result of the change to the Town's employee health care program, which has provided significant savings, the 2011 override funds are projected to last nine years rather than only three. These projections take into account the growth factor for the School Department which has been previously discussed. The Town's Long Range Plan is provided on page 25.

It is also important to note the future financial liabilities associated with the reconstruction/renovation of Arlington High School. There are many decisions yet to be made in regard to this project, but nevertheless, it will have a substantial impact on the Town's long range financial planning.



### Capital Budget FY2019 and Capital Plan FY2019-FY2023

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and proposition 2 ½ debt exclusion projects. For FY2019 funding for the capital budget is as follows:

Bonding:	\$5,275,000
Cash:	\$2,795,027
Other:	\$3,615,000

Our existing non-exempt debt is \$6,624,043 which is consistent with prior debt service projections for FY2019. The total capital budget for FY2019, including debt, is estimated at \$12.8 million. Major projects to be funded in FY2019 include street and sidewalk work for approximately \$2.2 million, and water and sewer work for \$2.4 million. An additional \$1.3 million has been included in FY2019 for the Hardy School Expansion to cover the cost of the cafeteria and required accessibility renovations.

Site improvements and construction for the Senior Center Renovation have been budgeted for \$4 million within the five year capital plan. The Town has recently hired an OPM for this project. Another significant project included within the five year capital plan is the renovation of the Public Works building. The current site and building conditions are poor and will need to be renovated to keep up with state and federal regulations. Site improvements and construction are budgeted for FY2020, projected at a cost of \$20 million, with \$13 million being supported in the five year capital plan, and \$7 million being supported by the Water and Sewer Enterprise Fund. The Town is currently in the design development phase of this project.

The Capital Planning Committee continued to consider the impact of the Community Preservation Act (CPA) funding on projects that have historically been funded through the capital budget, but could be eligible for CPA funding this fiscal year and beyond. The Committee has included \$2.8 million of recreation, open space, and historic preservation projects in the five year capital plan that has been recommended for CPA funding. The Community Preservation Committee is currently reviewing final applications that have been submitted for the FY2019 funding cycle and will make recommendations for CPA funding at Town Meeting.



### Five Year Financial Plan Projection

The cornerstone of our strategic budgeting process is the long-range financial projection. Based upon analysis of internal and external factors impacting the Town's operations and finances, we have prepared the long-range projection found on page 25. These projections will, of course, have to be modified as events unfold, but we believe that they are reasonable for fiscal planning purposes.

Revenue assumptions include the following:

- **Overall revenues** are expected to increase 5.5% in FY2019. Future year increases range from -4.17% to 4.46%, which occurs in FY2020 depending on the reliance on funds from the Override Stabilization Fund. In FY2022, revenue is projected to decrease by 4.17%. This is a result of projecting to have insufficient revenues that year, because the Override Stabilization Fund will have been depleted. It is anticipated that an operating override will be proposed to avoid this deficit and the resulting cuts to Town and School services.
- **Tax Levy** – The FY2019 tax levy is projected to increase by approximately 5.5%. Future year increases are projected to be between approximately 2.55% and 2.66% per year. New growth is projected at \$650,000 this year. Debt payments for Proposition 2½ debt exempted school projects minus state reimbursements are included and amount to approximately \$3,500,000 to \$4,200,000 each year. Beginning in FY2015 property tax payments from Symmes fully covered the Symmes debt and therefore, no funds are needed to be raised on the tax rate to offset Symmes debt service.
- **State Aid** – Based on the House budget, state aid is projected to increase 3.13%. In out years, increases are projected between 1% and 2% depending on projected school enrollment growth.
- **School Construction Reimbursement** - MSBA reimbursements will decrease to \$476,523 in FY2019, which consist only of reimbursement for the Peirce Elementary School. FY2021 will be the last year of the Peirce reimbursement.
- **Local Receipts** – Local Receipts are estimated to increase by \$100,000 in FY2019 due to projected increases in Motor Vehicle Excise tax collections. It is anticipated that Local Receipts will continue to grow by \$100,000 annually thereafter.



- **Free Cash** – FY2019 Free Cash use is \$4,593,375, which is 50% of the Town's available free cash balance. For FY2020 and in each subsequent year, \$2,901,145 is proposed to be appropriated. This is of 50% of the ten year average of certified Fee Cash.
- **Other Available Funds** – A transfer of \$200,000 from surplus tax abatement overlay reserve funds is projected in FY2019. Transfers of \$200,000 from surplus tax abatement are projected in each year of the plan thereafter.
- **Override Stabilization Fund** – For at least the first six years of the override (FY2012-2018) funds were be deposited into the Fund, resulting in an balance of approximately \$23.5 million. In FY2019, a drawdown of \$2,786,331 will be required to balance the budget. In FY2020 a drawdown of \$8 million and in FY2021 a drawdown of \$11.5 will be needed to close the budget gaps, leaving \$1.3 million in the Fund to apply to a budget gap of approximately \$14.3 million in FY2022 (the tenth year since the last override) and \$18.5 million in FY2023. It is important to note that these numbers are projections at this time and may vary significantly in future years.

Expenditure assumptions include the following:

- **School Budget** – In FY2017, expenditures were capped at 3.5% for general education costs and 7% for special education costs. However, the FY2015 School Budget included a growth factor that is aimed to offset the expenses attributable to enrollment growth for the previous years. In future years, the growth factor is included in the following year's general education budget, which results in school budget increases ranging from 5.49% to 6.01%. The growth factor is explained in greater detail earlier in the Town Manager's Budget Message.
- **Minuteman School** – In FY2019 the Town's Minuteman Technical Vocational Regional High School assessment will increase by \$645,391 (15.04%). This most of this increase is due to assessments to pay for debt services for the new Minuteman High School construction project. In future years, those capital assessments will continue to increase as the construction project moves forward. Also, in future years operating increases for Minuteman are projected at 3.5% per year.
- **Municipal Departments** - Expenditures for municipal departments will increase by 3.25% in FY2019 in line with Town policy. Going forward, Town expenditure increases are capped at 3.25%.



- **Capital Budget** – Capital policies call for dedicating approximately 5% of net revenues to capital spending inclusive of non-exempt debt. The Capital Budget fluctuates in future years due to the retirement of exempt debt.
  - **Exempt Debt** – This includes the actual cost of debt service for debt exclusion projects, which include most school projects, except the Ottoson and the Hardy Schools. Exempt debt, also sometimes referred to as Excluded Debt, is debt service that is added to the tax levy above the normal limits of Proposition 21/2.
  - **Non-Exempt Debt** – This debt will fluctuate over the next several years but will average slightly less than \$7 million per year. Some of the recent major projects funded by non-exempt debt include the Highland & Central Fire Stations and the Community Safety building.
  - **Cash** – In FY2019 \$2,795,027 in cash funded capital projects is included. This amount fluctuates in future years.
- **MWRA Debt Shift** – The amount has been level funded at \$5,593,112.
- **Pensions** – In FY2019 the pension appropriation will increase 6.15% and thereafter, increases 5.5% annually.
- **Insurance (including Healthcare)** – Health care and insurance costs are expected to decrease by 0.47%. Employee premiums (GIC rates) increases and decreases varied based on the sixteen different plans offered by the GIC. The overall health insurance rate decrease for Arlington is projected to be –2.15%. In outgoing years costs are projected to increase from 5% to 6% per year depending on enrollment growth in the School Department.
- **State Assessments** – In FY2019, the MBTA assessment, which is the largest assessment, will increase by \$72,838 (2.5%). Overall, state assessments will increase by 3.1%, and increase by 2.50% annually thereafter.
- **Offset Aid** – Assistance to Libraries will increase \$185.
- **Overlay Reserve** – This reserve for tax abatements is increased in revaluation years, which occur every three years. For the revaluation years FY2019 and FY2022, the reserve is increased to \$800,000. In non-revaluation years it is reduced to \$600,000.





- **Reserve Fund** – The Reserve Fund is budgeted at 1% of operating revenues.
- **Other** – This includes court judgments (\$100,000) and Symmes property taxes reserved for Symmes debt (\$671,250). The estimate fluctuates with actual Symmes debt service payments.
- **Warrant Articles** – Appropriations for miscellaneous warrant articles have been estimated at \$1,127,628 in FY2019 and thereafter held level. It includes the Elections budget, which fluctuates by approximately \$100,000 per year depending on the number of scheduled elections.
- **Override Stabilization Fund** – There is no appropriation into the Override Stabilization Fund in FY2019 or subsequent years..



### Conclusion

Along with the theme of this budget providing funding as the Town adjusts to the changing world, it is also important to call attention to the shifting governmental landscape at the state and federal level. We are less able to rely on other levels of government to either provide or assist the Town in providing the level and quality of services that Arlington residents have come to expect. This means that the Town will need to increasingly rely on its own resources to provide services, or consider altering the level of services provided. This consideration will influence how the Town plans both now and into the future.

Every effort has been made to implement all appropriate measures that will maximize the productivity of our organization and deliver the highest quality of services within available resources. Our entire management team has worked collectively to implement creative ways of doing more with less. We remain committed to maintaining the high quality of life our residents expect and deserve.

As the budget process evolves and additional information becomes available over the next few months, the estimates and recommendations contained herein will be adjusted as required. You will then be able to make operating and capital budget adjustments as deemed advisable prior to Town Meeting.

The document presented for your consideration is a product of a great deal of work. Our department heads, second to none in the Commonwealth in terms of professional competence and dedication to their tasks, provided invaluable input and assistance. Members of boards and commissions also offered valuable assistance. In particular, I would like to thank the Board of Selectmen for its policy insights and leadership. I am most of all indebted to Sandy Pooler, Deputy Town Manager and Amy Fidalgo, Management Analyst for the production of this budget document. They deserve special recognition for the quality of the budget document and the information and the data contained herein. Both of these valuable team members spent evenings and weekends assisting in the production of this document.

Respectfully submitted,

*Adam W. Chapdelaine*

Town Manager

# Fiscal Year 2019 Budget



## Long Range Financial Projection

	FY 2018	FY 2019	Dollar Change	Percent Change	FY 2020	FY 2021	FY 2022	FY 2023
<b>I REVENUE</b>								
A. State Aid	19,207,063	19,958,018	750,955	3.91%	20,153,315	20,350,564	20,549,786	20,751,000
School Construction Aid	1,615,914	476,523	(1,139,391)	-70.51%	476,523	476,523	0	0
B. Local Receipts	9,071,000	9,171,000	100,000	1.10%	9,271,000	9,371,000	9,471,000	9,571,000
C. Free Cash	4,850,566	4,593,375	(257,191)	-5.30%	2,901,145	2,901,145	2,901,145	2,901,145
D. Overlay Reserve Surplus	500,000	200,000	(300,000)	-60.00%	200,000	200,000	200,000	200,000
E. Property Tax	117,255,201	123,722,451	6,467,250	5.52%	126,997,516	130,309,348	133,629,852	137,074,705
F. Override Stabilization Fund	0	2,786,331	2,786,331		8,061,167	11,545,483	1,299,231	0
<b>TOTAL REVENUES</b>	<b>152,499,744</b>	<b>160,907,698</b>	<b>8,407,954</b>	<b>5.51%</b>	<b>168,060,666</b>	<b>175,154,063</b>	<b>168,051,014</b>	<b>170,497,850</b>
<b>II APPROPRIATIONS</b>								
A. Operating Budgets								
General Education Costs	38,787,542	43,011,008	4,223,466	10.89%	45,377,493	47,943,306	50,254,483	52,833,967
Special Education Costs	20,037,415	21,440,034	1,402,619	7.00%	22,940,836	24,546,695	26,264,964	28,103,511
Kindergarten Fee Offset	970,000	970,000	0	0.00%	970,000	970,000	970,000	970,000
Growth Factor	1,133,528	831,980	(301,548)	-26.60%	944,542	611,750	792,828	665,584
<b>Net School Budget</b>	<b>60,928,485</b>	<b>66,253,022</b>	<b>5,324,537</b>	<b>8.74%</b>	<b>70,232,871</b>	<b>74,071,751</b>	<b>78,282,275</b>	<b>82,573,062</b>
Minuteman	4,291,333	4,936,724	645,391	15.04%	5,109,509	5,288,342	5,473,434	5,665,004
Town Personnel Services	26,722,171	27,620,241	898,070	3.36%	28,517,899	29,444,731	30,401,685	31,389,740
Expenses	10,314,386	10,594,579	280,193	2.72%	10,938,903	11,294,417	11,661,486	12,040,484
<b>Less Offsets: Enterprise Fund/Other</b>	<b>2,436,791</b>	<b>2,490,562</b>	<b>53,771</b>	<b>2.21%</b>	<b>2,571,505</b>	<b>2,655,079</b>	<b>2,741,369</b>	<b>2,830,463</b>
<b>Net Town Budget</b>	<b>34,599,766</b>	<b>35,724,258</b>	<b>1,124,492</b>	<b>3.25%</b>	<b>36,885,297</b>	<b>38,084,069</b>	<b>39,321,802</b>	<b>40,599,761</b>
MWRA Debt Shift	5,593,112	5,593,112	0	0.00%	5,593,112	5,593,112	5,593,112	5,593,112
B. Capital budget								
Exempt Debt Service	3,175,427	4,432,143	1,256,716	39.58%	4,273,079	4,114,929	3,452,179	3,352,632
Non-Exempt Service	7,281,819	6,624,043	(657,776)	-9.03%	6,558,240	6,937,624	7,307,245	7,051,990
Cash	3,941,928	2,795,027	(1,146,901)	-29.09%	2,676,735	2,419,060	2,225,544	2,213,383
Offets/Capital Carry Forward	(2,875,349)	(994,056)	1,881,293	-65.43%	(361,629)	(317,138)	(387,057)	(351,743)
<b>Total Capital</b>	<b>11,523,825</b>	<b>12,857,157</b>	<b>1,333,332</b>	<b>11.57%</b>	<b>13,146,425</b>	<b>13,154,475</b>	<b>12,597,911</b>	<b>12,266,262</b>
C. Pensions	10,141,735	10,765,545	623,810	6.15%	11,357,650	11,982,321	12,641,349	13,336,623
D. Insurance	17,239,561	17,159,100	(80,461)	-0.47%	18,236,212	19,311,408	20,482,783	21,694,587
E. State Assessments	3,240,429	3,341,106	100,677	3.11%	3,423,233	3,507,412	3,593,697	3,682,138
G. Overlay Reserve	1,156,229	800,000	(356,229)	-30.81%	600,000	600,000	800,000	600,000
H. Reserve Fund	1,506,440	1,553,287	46,847	3.11%	1,599,995	1,636,086	1,667,518	1,704,979
I. Crt Jdgmnts/Deficit/Symmes	748,338	771,250	22,912	3.06%	773,225	771,950	767,450	100,000
J. Warrant Articles	1,319,355	1,153,137	(166,218)	-12.60%	1,103,137	1,153,137	1,103,137	1,153,137
K. Override Stabilization Fund	211,136	0	(211,136)	-100.00%	0	0	0	0
<b>L TOTAL APPROPRIATIONS</b>	<b>152,499,744</b>	<b>160,907,698</b>	<b>8,407,954</b>	<b>5.51%</b>	<b>168,060,666</b>	<b>175,154,063</b>	<b>182,324,467</b>	<b>188,968,664</b>
<b>BALANCE</b>	<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>	<b>(14,273,453)</b>	<b>(18,470,814)</b>



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## SECTION II

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# REVENUE

**TOTAL REVENUE**

Total revenue for FY2019 is projected at \$160,907,698, an increase of \$8,407,954 or 5.51%. Of this increase, \$155,666,977 is from revenue dedicated to support the General Fund and \$5,240,721 is from debt exclusion overrides to support borrowing for capital projects, such as to renovate or build new elementary schools and the Minuteman Regional Vocational Technical High School. The General Fund increase is \$6,557,231 or 4.40%

The property tax levy is projected to increase, without debt exclusion revenue, by \$4,616,527 or 4.05%. This includes the normal 2.5% increase plus \$650,000 in new growth. Total tax revenues, including the debt exclusions, increase by \$6,467,250 or 5.52%

Local receipts are projected to increase \$100,000 due to projected increases in Motor Vehicle Excise tax collections.

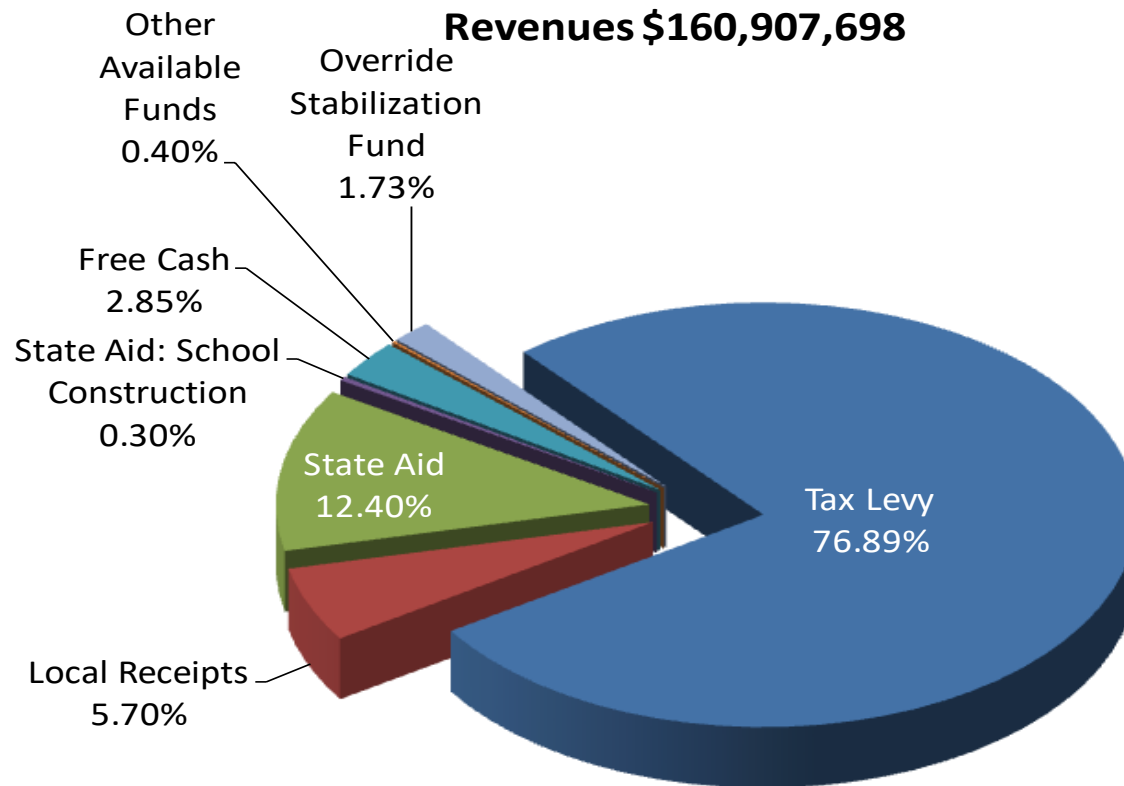
State Aid estimates are made up two components, (1) Cherry Sheet Aid, the annually recurring aid for education, general government, and other categories (see State Aid description on page 41) and (2) School Construction Aid, State reimbursements to the Town for borrowing costs the Town incurred for state eligible school building projects. Total state aid is projected to decrease \$388,436, or 1.87%, however, this decrease is caused solely by a decrease in School Construction Aid because the State completed reimbursing the Town for several projects. The Governor's budget contained a \$104 million increase in Chapter 70 School Aid and a \$37.2 million increase for General Government Aid and the House and Senate budgets increased Chapter 70 allocations. From these increases, Arlington will receive a \$504,510 (4.5%) increase in Chapter 70 Aid and a \$265,265 (3.5%) increase in General Government Aid.

A total of \$4,593,375 in Free Cash is proposed to be used, which is a decrease of \$257,191 from FY2018 and, consistent with Town financial policies, an amount equal to 50% of the Free Cash balance certified by the Department of Revenue for June 2017.

Other Available Funds include \$200,000 in surplus tax abatement overlay funds, a decrease of \$300,000 from FY2017 when the Assessors released additional overlay surplus funds to pay for their FY2018 revaluation costs.

For the first time since the override in 2011, the budget relies on the Override Stabilization Fund, a use of \$2,786,331.

REVENUE SOURCE	FY2016 Actual	FY2017 Actual	FY2018 Budget	FY2019 Budget	Budget Change
Tax Levy	108,977,901	112,439,838	117,255,201	123,722,451	6,467,250
Local Receipts	11,071,191	10,689,873	9,071,000	9,171,000	100,000
State Aid	0	21,393,301	20,822,977	20,434,541	(388,436)
Free Cash	3,435,846	4,537,299	4,850,566	4,593,375	(257,191)
Other Available Funds	350,000	200,000	500,000	200,000	(300,000)
Override Stabilization Fund	0	0	0	2,786,331	2,786,331
<b>Total</b>	<b>123,834,938</b>	<b>147,451,456</b>	<b>152,499,744</b>	<b>160,907,698</b>	<b>8,407,954</b>







## Total General Fund Revenues

	<u>FY10 Actual</u>	<u>FY11 Actual</u>	<u>FY12 Actual</u>	<u>FY13 Actual</u>	<u>FY14 Actual</u>	<u>FY15 Actual</u>	<u>FY16 Actual</u>	<u>FY17 Actual</u>	<u>FY18 Budget</u>	<u>FY19 Budget</u>
Tax Levy*	77,877,924	80,365,862	89,409,382	92,416,269	96,144,398	99,691,909	103,384,789	106,846,726	111,126,263	118,129,339
Local Receipts	8,653,173	9,238,654	10,291,463	9,886,882	10,296,545	10,115,304	11,071,191	10,689,873	9,071,000	9,171,000
State Aid**	14,382,965	14,066,445	13,420,743	15,040,051	17,093,258	17,462,884	18,230,105	18,918,527	19,207,062	19,958,018
Free Cash	1,497,907	582,050	481,456	1,570,000	3,411,528	3,042,925	3,435,846	4,537,299	4,850,566	4,593,375
Other Available Funds	3,242,376	2,080,000	200,000	200,000	200,000	350,000	350,000	200,000	500,000	200,000
Override Stabilization Fund										2,786,331
<b>Total</b>	<b>105,654,345</b>	<b>106,333,011</b>	<b>113,803,044</b>	<b>119,113,202</b>	<b>127,145,729</b>	<b>130,663,022</b>	<b>136,471,931</b>	<b>141,192,425</b>	<b>144,754,891</b>	<b>154,838,063</b>

\*Excludes MWRA Debt Shift

\*\*Excludes MSBA Reimbursements

## Annual Revenue Increases

	<u>FY10 Actual</u>	<u>FY11 Actual</u>	<u>FY12 Actual</u>	<u>FY13 Actual</u>	<u>FY14 Actual</u>	<u>FY15 Actual</u>	<u>FY16 Actual</u>	<u>FY17 Actual</u>	<u>FY18 Budget</u>	<u>FY19 Budget</u>
Tax Levy	2,525,030	2,487,938	9,043,520	3,006,887	3,728,129	3,547,511	3,692,880	3,461,937	4,279,537	7,003,076
Local Receipts	(62,135)	585,481	1,052,809	(404,581)	409,663	(181,241)	955,887	(381,318)	(1,618,873)	100,000
State Aid	(1,185,505)	(316,520)	(645,702)	1,619,308	2,053,207	369,626	767,221	688,422	288,535	750,956
Free Cash	(693,715)	(915,857)	(100,594)	1,088,544	1,841,528	(368,604)	392,922	1,101,453	313,267	(257,191)
Other Available Funds	2,742,376	(1,162,376)	(1,880,000)	0	0	150,000	0	(150,000)	300,000	(300,000)
Override Stabilization Fund										2,786,331
<b>Total</b>	<b>3,326,051</b>	<b>678,666</b>	<b>7,470,033</b>	<b>5,310,158</b>	<b>8,032,527</b>	<b>3,517,293</b>	<b>5,808,909</b>	<b>4,720,494</b>	<b>3,562,466</b>	<b>10,083,172</b>
<b>Percent Increase</b>	<b>3.3%</b>	<b>0.6%</b>	<b>7.0%</b>	<b>4.7%</b>	<b>6.7%</b>	<b>2.8%</b>	<b>4.4%</b>	<b>3.5%</b>	<b>2.5%</b>	<b>7.0%</b>

## Percent of Total Revenue

	<u>FY10 Actual</u>	<u>FY11 Actual</u>	<u>FY12 Actual</u>	<u>FY13 Actual</u>	<u>FY14 Actual</u>	<u>FY15 Actual</u>	<u>FY16 Actual</u>	<u>FY17 Actual</u>	<u>FY18 Budget</u>	<u>FY19 Budget</u>
Tax Levy	73.7%	75.6%	78.6%	77.6%	75.6%	76.3%	75.8%	75.7%	76.8%	76.3%
Local Receipts	8.2%	8.7%	9.0%	8.3%	8.1%	7.7%	8.1%	7.6%	6.3%	5.9%
State Aid	13.6%	13.2%	11.8%	12.6%	13.4%	13.4%	13.4%	13.4%	13.3%	12.9%
Free Cash	1.4%	0.5%	0.4%	1.3%	2.7%	2.3%	2.5%	3.2%	3.4%	3.0%
Other Available Funds	3.1%	2.0%	0.2%	0.2%	0.2%	0.3%	0.3%	0.1%	0.3%	0.1%
Override Stabilization Fund										1.8%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

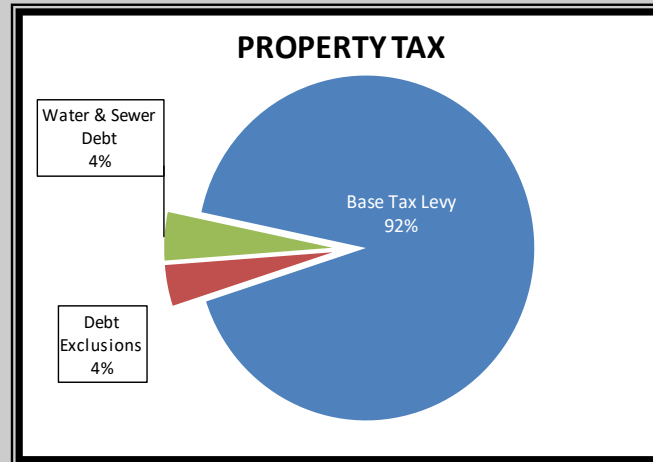
**PROPERTY TAX LEVY**

Property tax is the primary source of revenue for virtually every Massachusetts municipality. In Arlington, property taxes represent approximately 77% of annual operating revenues. Property taxes are levied on real property (land and buildings) and personal property (equipment) used by Arlington's non-manufacturing businesses. State law mandates that communities update their property values every five years and obtain State certification that such values represent full and fair cash value. A revaluation was conducted in FY2016. Under the Provisions of Proposition 2½, property taxes, in the aggregate, may not exceed 2½% of their "full and fair cash value." This limit is known as the "levy ceiling." Annual levy increases may not exceed 2½% of the previous year's levy plus the taxes from any new or renovated property added to the tax rolls (known as new growth). Any Proposition 2½ override or debt exclusion amounts approved by voters are added to the levy limit, while all related school construction reimbursements from the State are subtracted.

Property values and new growth for FY2019 are preliminary estimates used to project the levy limit. The FY2018 levy limit was \$109,965,991. The 2½% increase allowed for FY2019 is \$2,749,150. New growth from construction not previously on the tax rolls is expected to add \$650,000 to the levy. An additional \$4,746,198 is added to the tax levy to cover the cost of debt service for projects approved by the voters as Proposition 2½ debt exclusion overrides. This added debt exclusion amount is net of state reimbursements estimated at \$476,523. Beginning in FY2012, debt service for the Symmes Urban Renewal project was added to the tax levy. FY2018 will mark the fourth year that tax revenues from the Symmes project will completely offset the cost of debt service. As a result Symmes debt will no longer be added to the tax levy.

The Town has accepted the provisions of M.G.L. 59 § 21C, whereby water and sewer debt costs, including MWRA debt assessments, are transferred to the real estate taxes. The Board of Selectmen voted to freeze the amount of MWRA debt shift at the FY2007 amount of \$5,593,112. The FY2019 tax levy is projected to total \$123,704,451 representing an increase of \$6,449,249 (5.55%) over the FY2018 levy.

<b>PROPERTY TAX LEVY</b>	<b>FY2016 Budget</b>	<b>FY 2017 Budget</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Budget</b>	<b>Budget Change</b>
<b>Base Tax Levy</b>	102,420,256	105,967,928	109,888,005	113,365,141	3,477,136
<b>General Override</b>	-	-	-	-	-
<b>Debt Exclusion Overrides</b>					
Bishop School	-	(19,865)	(38,508)	-	38,508
Brackett School	91,583	70,318	39,140	-	(39,140)
Dallin School	270,347	255,864	264,252	250,818	(13,434)
Gibbs School				2,144,312	2,144,312
Hardy School	(25,397)	(43,680)	(64,888)	90,985	155,873
Minuteman High School	-		214,571	808,578	594,007
Peirce School	115,878	95,693	65,758	46,072	(19,686)
Stratton School	-	17,511	711,532	562,475	(149,057)
Thompson School	512,122	502,957	582,228	842,958	260,730
<b>Sub-total Debt Exclusions</b>	<b>964,533</b>	<b>878,798</b>	<b>1,774,085</b>	<b>4,746,198</b>	<b>2,972,113</b>
<b>Water and Sewer Debt</b>	5,593,112	5,593,112	5,593,112	5,593,112	-
<b>Total</b>	<b>108,977,901</b>	<b>112,439,838</b>	<b>117,255,202</b>	<b>123,704,451</b>	<b>6,449,249</b>

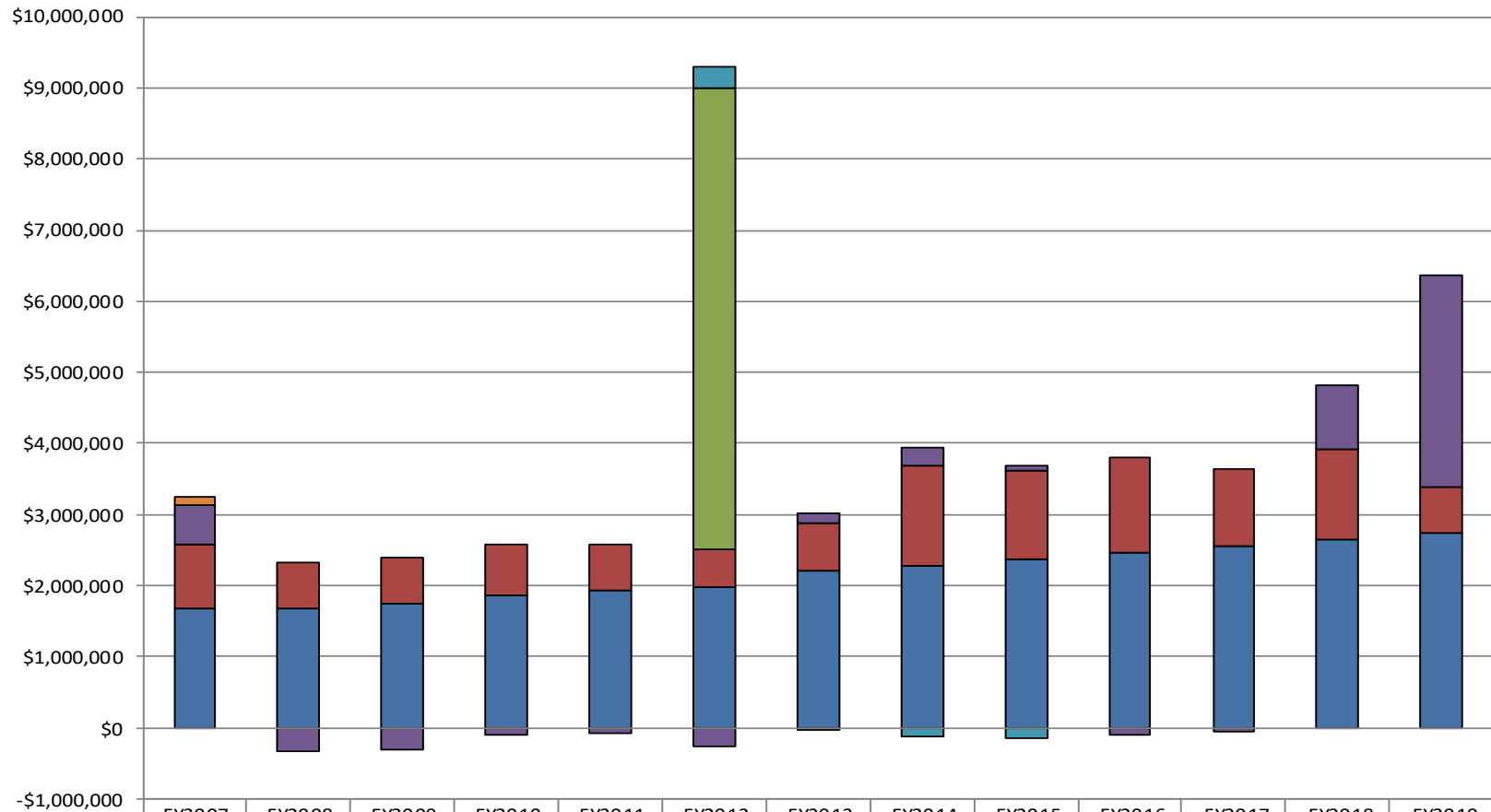


Fiscal Year	Real Estate & Personal Property Commitments	Abatements Granted	Tax deferral Abatements (Ch 41A)	Net Tax Levy	Net Collections	% of Collections	Amount transferred into tax title	Tax Title Balance as of June 30th	Tax Possession Balance as of June 30th	Tax Deferral Balance as of June 30th
2017	114,042,281.23	316,252.00	69,741.70	113,656,287.53	113,137,357.89	99.54%	0.00	545,964.37	396,784.20	288,509.98
2016	110,511,438.41	344,808.64	50,555.38	110,116,074.39	109,675,315.38	99.60%	432,204.96	1,016,093.83	396,784.20	251,686.77
2015	105,512,757.86	343,828.94	50,661.96	105,118,266.96	104,637,861.18	99.54%	478,131.08	990,780.09	396,784.20	350,426.94
2014	101,955,275.34	323,139.16	57,609.97	101,574,526.21	101,147,224.95	99.58%	420,461.22	1,046,173.13	396,784.20	350,014.89
2013	98,200,712.05	391,307.70	55,314.74	97,754,089.61	97,319,166.14	99.56%	435,398.24	946,663.94	396,784.20	293,094.22
2012	95,185,766.56	427,191.48	47,748.92	94,710,826.16	94,287,096.98	99.56%	423,729.18	858,108.74	396,784.20	307,667.70
2011	86,093,152.50	465,825.69	51,677.04	85,575,649.77	84,199,193.25	99.56%	375,360.09	650,009.11	396,784.20	303,386.69
2010	83,612,918.72	483,555.47	61,658.71	83,067,704.54	82,652,328.29	99.50%	415,059.45	781,121.00	396,784.20	363,475.82
2009	81,073,914.29	487,858.75	77,402.97	80,508,652.57	80,065,721.17	99.45%	480,507.03	707,145.88	396,784.20	393,703.43
2008	78,887,655.80	472,051.80	72,738.36	78,342,865.64	78,066,532.84	99.65%	276,332.81	471,582.61	396,784.20	377,006.41
2007	76,885,362.74	342,368.47	84,469.92	76,458,524.35	76,243,171.54	99.72%	216,092.26	339,191.03	396,784.20	390,472.48
2006	73,601,851.23	343,515.23	87,097.83	73,171,238.17	72,939,691.01	99.68%	231,489.78	324,280.65	396,784.20	380,256.66
2005	65,779,185.77	302,203.09	58,911.88	65,418,070.80	65,202,793.72	99.67%	234,667.16	339,307.20	396,784.20	285,068.38
2004	63,831,019.20	391,879.53	49,554.72	63,389,584.95	63,223,644.05	99.74%	165,940.90	258,629.93	396,784.20	274,115.15
2003	61,323,172.92	369,352.26	41,586.52	60,912,234.14	60,699,775.08	99.65%	212,459.06	317,178.44	397,922.00	247,855.77

It is Town policy to close out all real estate and personal property commitments in the same fiscal year, except in 2017, when such close outs were delayed one year because of the Town's conversion to new tax collection software.



COMPONENTS OF TAX LEVY INCREASE



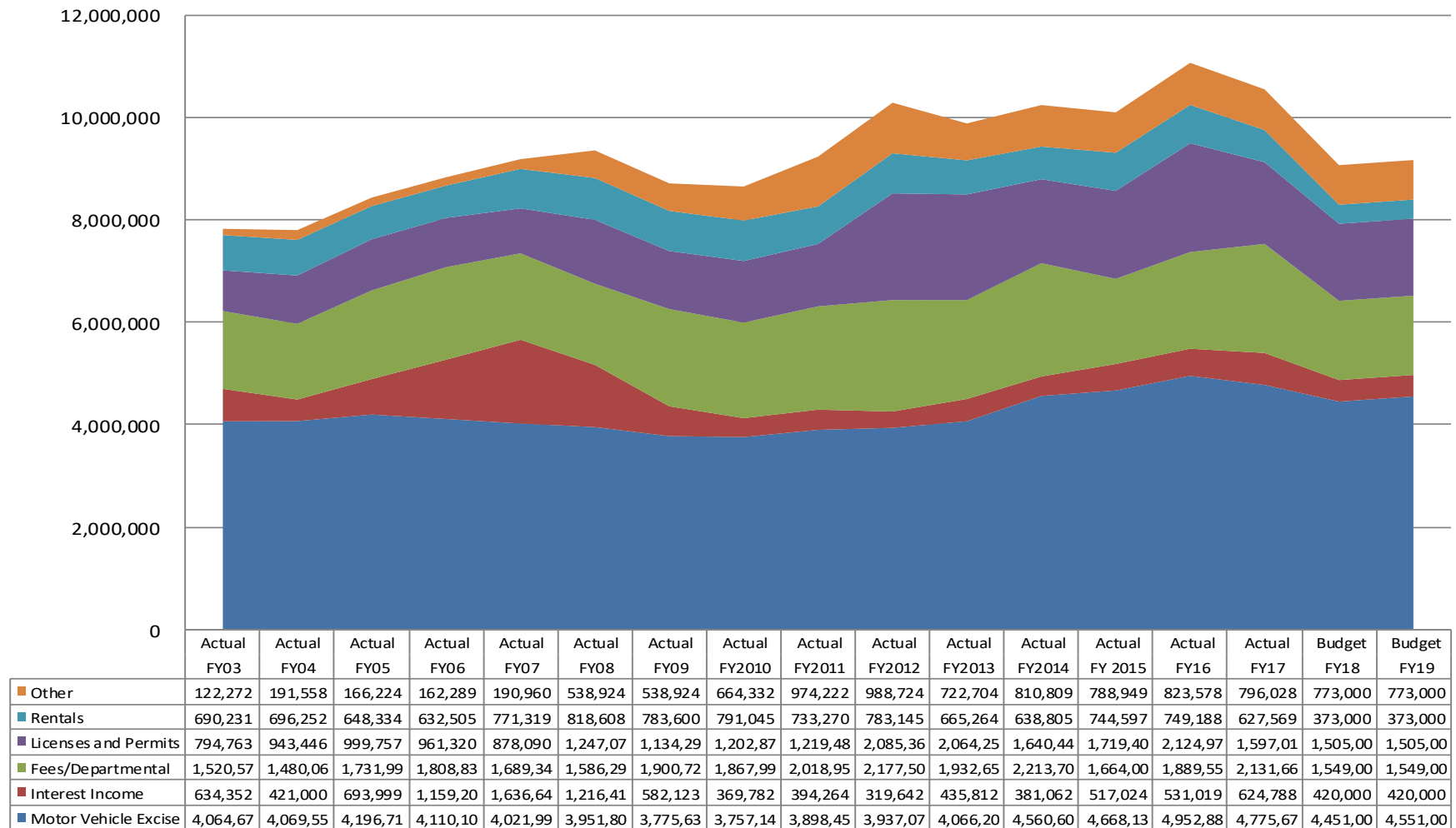
**LOCAL RECEIPTS SUMMARY**

Local receipts for FY2019 are projected to increase \$100,000 to a total of \$9,171,000. The Motor Vehicle Excise taxes are projected to increase \$100,000. All other sources are level estimates from FY2018.

<b>LOCAL RECEIPTS SUMMARY</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>Budget Change</b>
Motor Vehicle Excise	4,952,880	4,775,678	4,451,000	4,551,000	100,000
Interest Income	531,019	624,788	420,000	420,000	-
Departmental Fees	1,889,552	2,131,664	1,549,000	1,549,000	-
Licenses and Permits	2,124,973	1,597,015	1,505,000	1,505,000	-
Rentals	749,188	627,569	373,000	373,000	-
Other	823,578	796,028	773,000	773,000	-
<b>Total</b>	<b>11,071,190</b>	<b>10,552,742</b>	<b>9,071,000</b>	<b>9,171,000</b>	<b>100,000</b>



## Local Receipts History



**MOTOR VEHICLE EXCISE**

Motor vehicle excise tax receipts are projected to increase \$100,000 over the budgeted amount from FY2018 to a projected total of \$4.451 million, consistent with long-term trends and Town revenue policy. Commitments have been increasing year since 2012, exceeding the low in 2009. The excise rate is \$25 per thousand and is assessed on 90% of the vehicle's value in the first year, 60% in the second year, 40% in the third year, 25% in the fourth year, and 10% thereafter. The actual billings are prepared by the Registry of Motor Vehicles and then turned over to the Town for printing, distribution, and collection. There are approximately 38,000 registered vehicles in Arlington. In the chart below, Levy Year 2017 is as of June 30, 2017.

**Motor Vehicle Excise Collection By Fiscal Year**

<u>Levy Year</u>	<u>Commitments</u>	<u>Collections</u>	<u>Refunds</u>	<u>Net Collections</u>	<u>Abatements</u>	<u>Balance (Uncoll.)</u>	<u>Collection %</u>
<b>2017</b>	\$ 4,838,049.36	\$ 4,865,068.94	\$ 90,286.47	\$ 4,774,782.47	\$ 158,912.85	\$ (95,645.96)	101.98%
<b>2016</b>	\$ 5,165,749.14	\$ 5,038,846.19	\$ 85,965.27	\$ 4,952,880.92	\$ 169,326.92	\$ 43,541.30	99.16%
<b>2015</b>	\$ 4,867,711.40	\$ 4,768,890.38	\$ 100,755.76	\$ 4,668,134.62	\$ 521,918.86	\$ (322,342.08)	106.62%
<b>2014</b>	\$ 4,213,165.12	\$ 4,636,918.89	\$ 76,292.47	\$ 4,560,626.42	\$ 134,742.51	\$ (482,203.81)	111.45%
<b>2013</b>	\$ 4,342,665.00	\$ 4,145,705.00	\$ 80,917.00	\$ 4,064,788.00	\$ 129,537.00	\$ 148,340.00	96.58%
<b>2012</b>	\$ 4,077,138.00	\$ 4,021,599.00	\$ 54,950.00	\$ 3,966,649.00	\$ 71,047.00	\$ 39,442.00	99.03%
<b>2011</b>	\$ 3,617,140.00	\$ 3,438,728.00	\$ 35,428.00	\$ 3,403,300.00	\$ 89,485.00	\$ 124,355.00	96.56%
<b>2010</b>	\$ 3,439,627.00	\$ 3,277,405.00	\$ 34,770.00	\$ 3,242,635.00	\$ 83,853.00	\$ 113,139.00	96.71%
<b>2009</b>	\$ 3,405,929.00	\$ 3,262,275.00	\$ 42,208.00	\$ 3,220,067.00	\$ 90,499.00	\$ 95,363.00	97.20%
<b>2008</b>	\$ 4,095,771.00	\$ 3,968,005.00	\$ 82,613.00	\$ 3,885,392.00	\$ 164,786.00	\$ 45,593.00	98.89%

<b>MOTOR VEHICLE EXCISE</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>Budget Change</b>
Motor Vehicle Excise	4,952,880	4,775,678	4,451,000	4,551,000	100,000



**DEPARTMENTAL FEES**

Departmental fees are projected to remain unchanged in FY2019, however, the establishment of a parking benefits district at Town Meeting means that parking meter revenue has been moved to the Parking Fund and the estimate for parking violations, with increased enforcement, has been increased.

<b>DEPARTMENTAL FEES</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>Budget Change</b>
Schools (Medicare Reimbursement)	238,991	331,647	100,000	100,000	-
Cemetery Revenue	262,825	278,075	265,000	265,000	-
Library Fees and Fines	52,804	48,957	49,000	49,000	-
Collector's Demand Fees	61,968	42,667	70,000	70,000	-
Town Clerk Fees	47,486	51,508	40,000	40,000	-
Parking Violations	331,429	390,017	285,000	350,000	65,000
Parking Meter Receipts	86,161	152,992	65,000	-	(65,000)
Fire Alarm Renewal Fee	9,000	4,000	5,000	5,000	-
Ambulance Fees	432,093	490,271	400,000	400,000	-
Other Departmental Revenue	330,415	259,567	200,000	200,000	-
Other Department Fees	36,380	81,963	70,000	70,000	-
<b>Total</b>	<b>1,889,552</b>	<b>2,131,664</b>	<b>1,549,000</b>	<b>1,549,000</b>	<b>-</b>

**INTEREST INCOME & PENALTIES**

Interest Income is projected to remain stable at \$420,000. It is made up of two components: investment income and interest and penalties associated with delinquent tax payments.

Investment income can vary widely depending upon market interest rates, available cash balances, cash flows, and investment practices. Investment income dropped from a high of more than \$1.4 million in FY2007 to \$55,430 in FY2011. This is due to dramatic fluctuations in interest rates. As interest rates continue to change, the Town will monitor interest income.

<b>INTEREST INCOME</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>Budget Change</b>
Investment Income	142,329	329,266	65,000	65,000	-
Penalties & Interest	388,690	295,522	355,000	355,000	-
<b>Total</b>	<b>531,019</b>	<b>624,788</b>	<b>420,000</b>	<b>420,000</b>	<b>-</b>

**LICENSES AND PERMITS**

Licenses and permits revenues for FY2019 are expected to stay unchanged. Building Permits generally generate the most permit revenue. The Town has collected all of the permit revenue from the Symmes and Brigham's project which has had a significant impact on prior year projections. The FY2019 projection is consistent with long-term collections, excluding large, one-time permits.

Besides building permits, some of the other major categories of Licenses and Permits include parking permits and liquor licenses issued by the Selectmen, and fire permit fees, which include fire alarm connection fees. All of these are expected to remain flat.

<b>LICENSES AND PERMITS</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>Budget Change</b>
Parking Permits	138,217	140,315	115,000	115,000	-
Liquor Licenses	75,623	83,693	80,000	80,000	-
Food Licenses	8,410	5,665	7,000	7,000	-
Food Permits	14,440	13,925	16,000	16,000	-
Tobacco Permits	9,500	9,500	11,000	11,000	-
Building Inspections	1,678,830	1,286,254	1,220,000	1,220,000	-
Fire Prevention Permits	54,290	51,591	50,000	50,000	-
Marriage Licenses	6,158	6,072	6,000	6,000	-
Other	139,505	-	-	-	-
<b>Total</b>	<b>2,124,973</b>	<b>1,597,015</b>	<b>1,505,000</b>	<b>1,505,000</b>	<b>0</b>

**RENTAL INCOME**

The Town derives income from the renting of several Town-owned properties including the Parmenter school, the Mt. Gilboa house, the former Dallin Library, and former Parks Department buildings at Ryder Street.

Overall, revenue is projected to decrease by \$276,000 to \$373,000, because of the conversion of the Gibbs building to a school for 6th graders. There will be no revenue from the Gibbs building after June 30, 2017.

New leases, which went into effect in FY2015, include a capital contribution which will offset future capital improvements to the buildings. Projected revenue from other properties remains unchanged.

The Ryder Street property is rented for a five-year period, generating a net income of \$95,000 annually.

The Dallin Library is currently leased to the Arlington Community Media, Inc. (ACMi) with rental income projected at \$45,000.

The Crosby School, which has generated revenue in the past, was sold in June of 2012.

<b>RENTAL INCOME</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>Budget Change</b>
Ryder St.	127,875	123,623	95,000	95,000	-
Parmenter	235,478	197,999	209,000	209,000	-
Gibbs	316,719	236,831	-	-	-
Mt. Gilboa	24,000	24,000	24,000	24,000	-
Dallin Library	45,116	45,116	45,000	45,000	-
<b>Total</b>	<b>749,188</b>	<b>627,569</b>	<b>373,000</b>	<b>373,000</b>	<b>-</b>

**OTHER LOCAL RECEIPTS**

Other local receipts are projected to remain unchanged in FY2019.

In 2009, the Legislature gave the authority to Town Meeting to adopt optional increases to the meals and hotel taxes. At that time, only the State collected revenue from the meals tax of 5%. Cities and towns were allowed to add an additional 0.75%. The Town also collected a room occupancy tax on hotels (there is only one hotel in Arlington) of 4% at that time. The State allowed cities and towns to increase the room occupancy tax by 1% to a total of 5%. Both of these optional taxes were adopted by Town Meeting in the fall of 2009 to go into effect January 1, 2010. For communities that adopted these taxes with this effective date, they were allowed to estimate six months of collections in FY2010, eleven months in FY2011, and a full twelve months thereafter.

FY2019 projections are consistent with actual collections in past years.

<b>OTHER LOCAL RECEIPTS</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>	<b>Budget Change</b>
Meals Tax	409,308	415,173	400,000	400,000	-
Hotel Tax	363,125	303,939	325,000	325,000	-
Court Fines	30,248	28,608	30,000	30,000	-
Special Assessments	2,897	(3,212)	-	-	-
Payments In Lieu of Taxes	18,000	51,519	18,000	18,000	-
<b>Total</b>	<b>823,578</b>	<b>796,028</b>	<b>773,000</b>	<b>773,000</b>	<b>0</b>

**STATE AID SUMMARY**

In January, the Governor released his budget, which included a \$104 million increase in Chapter 70 School Aid and a \$37.1 million for General Government Aid. The House and Senate budgets each increased Chapter 70 Aid. As a result Arlington will benefit from a \$504,510 increase in Chapter 70 School Aid and a \$265,265 increase in Unrestricted General Government Aid (UGGA).

General Government Aid — Unrestricted General Government Aid and Veterans' Benefits reimbursements — will increase \$220,207 or 2.82%.

School Aid — Chapter 70 School Aid plus Charter School tuition reimbursement and exclusive of school construction aid — is projected to increase \$495,856 or 4.42%. Overall FY2019 State Aid, as used to balance the Town Manager's budget, will decrease \$388,436 to a total of \$20,434,541. This total is inclusive of \$476,523 in school construction reimbursements for debt service on the Bishop, Brackett, Hardy, and Peirce School construction projects. FY2018 is the last year of reimbursement for all but the Peirce School project.

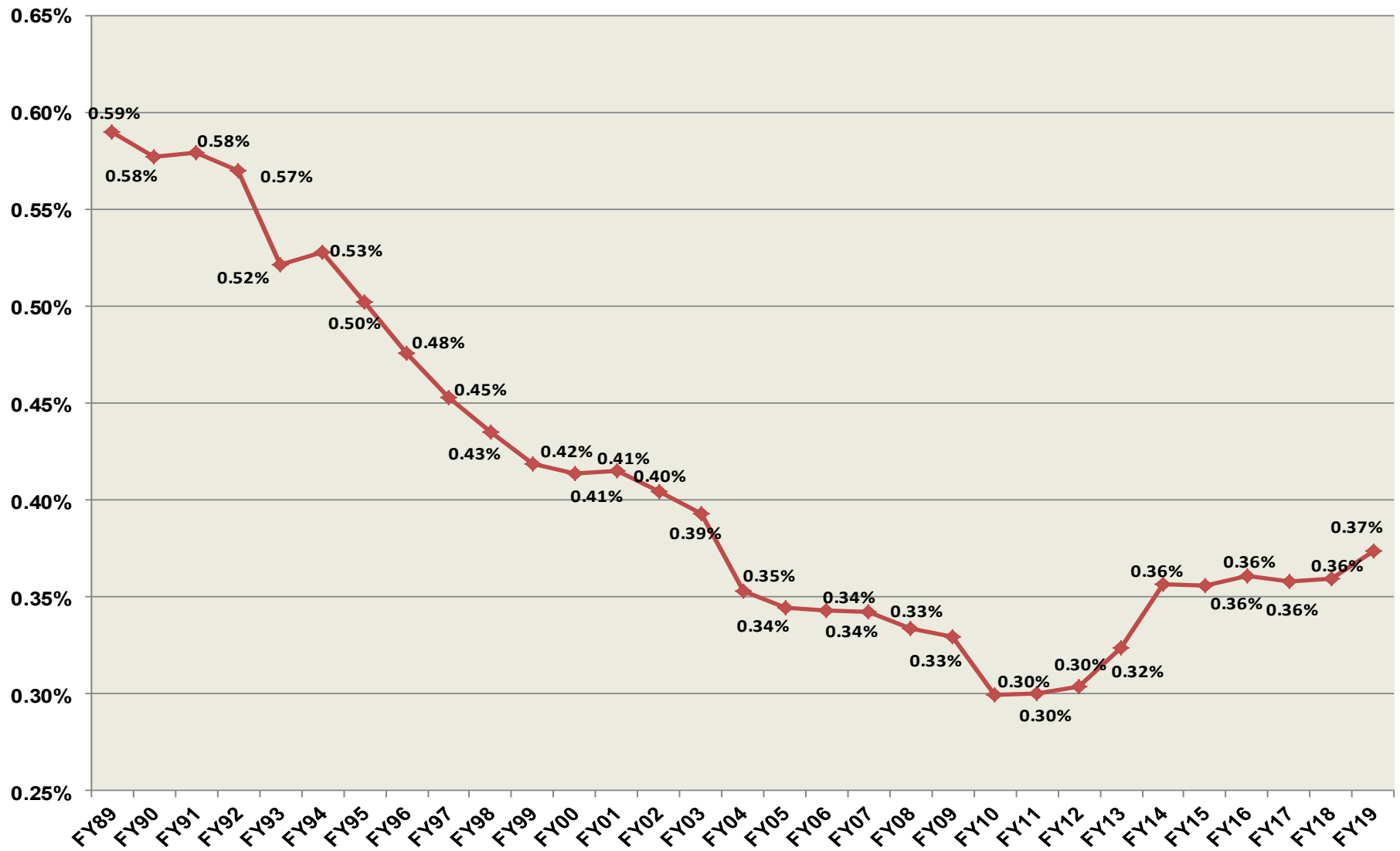
Exclusive of school construction aid, Arlington's projected state aid for FY2019 is a slight increase in real dollars above what it received in FY2002, 16 years ago. Since 1989, Arlington has seen its share of total state aid cut by approximately 37% (see chart on p. 42). A look at the cumulative year-to-year increases and decreases since FY2002 (see Chart on p. 43) also shows how Arlington has been disproportionately cut.

Since FY2002 local aid for all municipalities initially dropped by approximately 8%, rebounded through FY2009 to a 20% increase, and in FY2019 ends in a cumulative increase of 31%. Arlington, on the other hand, has only recently experienced an increase above FY2002. In FY2006, Arlington was still 15% below FY2002 levels, while the average of all municipalities started seeing annual increases since then. As recently as FY2014, Arlington's cumulative year-to-year change since FY2002 was a mere increase of 1.1%. In FY2019, Arlington remains disproportionately below other municipalities despite overall increases in state aid. To further illustrate this impact, the average state aid for municipalities in Massachusetts increased 30.9% from FY2002, while in FY2019 Arlington's cumulative year-to-year change since FY2002 is an increase of 20.9%, two thirds of the overall state increase.

<b>STATE AID SUMMARY</b>	<b>FY2016 Actual</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>Budget Change</b>
Gen Government Aid	7,311,161	7,577,597	7,818,847	8,039,054	220,207
School Aid	10,725,382	11,040,081	11,216,320	11,712,176	495,856
School Construction	2,474,773	2,474,774	1,615,914	476,523	(1,139,391)
Tax Exemptions	135,079	113,405	116,040	150,747	34,707
Cherry Sheet Offsets	54,299	54,397	55,856	56,041	185
<b>Total</b>	<b>20,700,694</b>	<b>21,260,254</b>	<b>20,822,977</b>	<b>20,434,541</b>	<b>(388,436)</b>



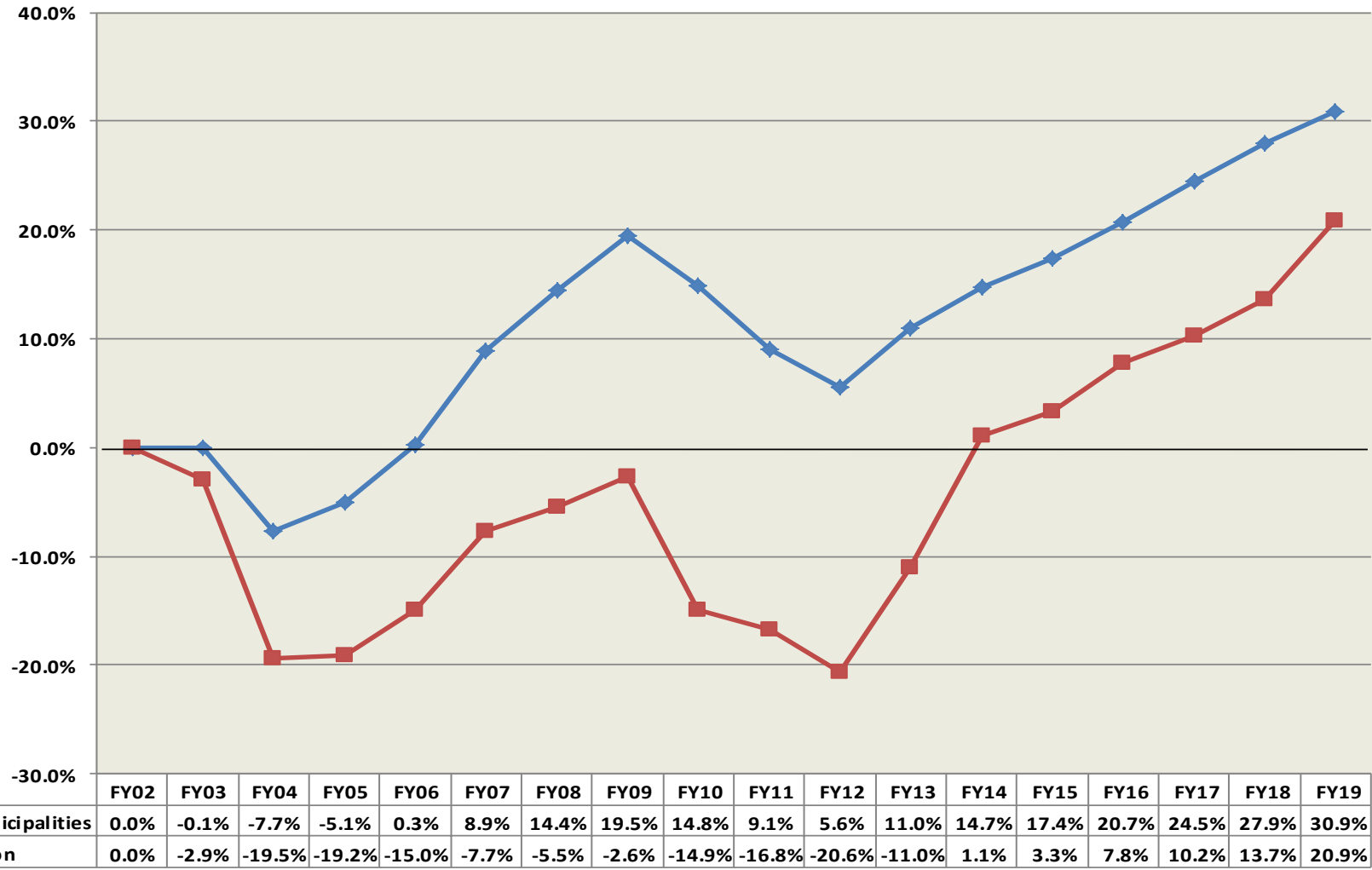
Arlington's Percent of Total State Aid





### State Aid Cumulative Year-to-Year Percent Change Since Fiscal Year 2002

*(Numbers Exclude School Construction and METCO Reimbursements)*





**GENERAL GOVERNMENT*****Unrestricted General Government Aid (UGGA)***

In FY2019 UGGA is expected to increase \$265,265, or 3.9% to \$7,844,260. This increase is due to Governor Baker's policy of having UGGA increase at the same rate that projected State revenues increase each year.

As historical background, in FY2010, the Additional Assistance category was combined with Lottery Aid under a new category called Unrestricted General Government Aid. Between these two aid categories, Arlington received in excess of \$9.4 million in FY2008. While this account is increasing in FY2018, the Town has weathered a reduction of approximately \$1.6 million since FY2008.

***VETERANS' BENEFITS***

Chapter 115, Section 6, calls for the reimbursement to cities and towns of the costs of providing assistance to veterans and their dependents. Benefits paid out in accordance with state guidelines are eligible for 75% reimbursement. For FY2019 the preliminary Cherry Sheet estimate is \$194,794, a decrease from the previous year, which reflects a reduction in the number and size of veterans' benefits claims.

<b>GENERAL GOVERNMENT</b>	<b>FY2016 Actual</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>Budget Change</b>
Unrestricted General Government Aid	6,993,777	7,294,509	7,578,995	7,844,260	265,265
Veterans' Benefits	317,384	283,088	239,852	194,794	(45,058)
<b>Total</b>	<b>7,311,161</b>	<b>7,577,597</b>	<b>7,818,847</b>	<b>8,039,054</b>	<b>220,207</b>

**SCHOOL AID****SCHOOL AID - CHAPTER 70**

Proposed total statewide funding in FY2019, exclusive of regional schools, is \$4.1 billion, an increase of \$92 million, or 2.23%. Of this amount, it is estimated that Arlington will receive \$11,534,686, an increase of \$353,807 or 3.16%. The distribution formula calculates a foundation budget for each school district and then funds a percentage of the budget depending upon a number of factors, including community income levels, property wealth, and municipal contributions to the school budget. For those communities determined to be relatively wealthy, the State will fund a maximum 17.5% of the school district's foundation budget. Arlington is one of 109 communities that fall within this category. Communities that are less affluent receive significantly more than the 17.5% minimum.

**CHARTER SCHOOL TUITION ASSESSMENT REIMBURSEMENT**

General Laws Chapter 71, Section 89 (nn) mandates that the State assess a municipality or regional school district for the costs associated with pupils attending a Charter School district and reimburse sending districts for the tuition they pay to Commonwealth charter schools. Municipalities and school districts are reimbursed for this assessment based on funding schedule that is supposed to follow a pattern of in year one, an amount equal to 100% of the assessment; in years two through six, an amount equal to 25% of the assessment, after year six, no reimbursement. This reimbursement is subject to appropriation. If the account is not fully-funded, then the reimbursement is pro-rated. In the past two fiscal years the Governor and Legislature have appropriated sufficient funds to fund only the first year reimbursement. Based on the preliminary cherry sheets, the Town will receive \$26,787, a decrease of \$8,654.

<b>SCHOOL AID</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>Budget Change</b>
Chapter 70 School Aid	10,715,559	11,012,669	11,180,879	11,685,389	504,510
Charter School Tuition Reimbursement	9,823	27,412	35,441	26,787	(8,654)
<b>Total</b>	<b>10,725,382</b>	<b>11,040,081</b>	<b>11,216,320</b>	<b>11,712,176</b>	<b>495,856</b>

**SCHOOL CONSTRUCTION AID**

The school construction aid the Town currently receives is for projects completed under an old State school building assistance program, the SBA program under which cities and towns borrowed the full amount of debt for a school building project and the state reimbursed the cities and towns for its share of the project. In 2004, the Governor signed Chapter 210 of the Act of 2004, which made substantial changes to the School Building Assistance (SBA) Program. This legislation (Ch. 208) transferred responsibility for the School Building Assistance Program from the Department of Education to the Massachusetts School Building Authority (MSBA), operating under the Office of the State Treasurer. The authority is a new and independent governing body comprised of seven members. The reform legislation dedicates one cent of the state sales tax to the new off-budget school building trust. This is projected to be \$847 million in 2018. Funding is no longer subject to an annual appropriation from the Legislature and approval of the Governor, allowing MSBA to prepay its share of project expenses. This streamlined process saves local communities millions in avoided interest costs and provides greater cash flow.

The Peirce School project is the last school project to receive reimbursement under the old SBA process. For FY19 the reimbursement will be \$476,222. The last construction aid payments for the Peirce School occur in FY2021, the same year of the last Arlington bond payment for the construction project.

SCHOOL AID	FY2016 Actual	FY2017 Budget	FY2018 Budget	FY2019 Budget	Budget Change
School Construction Aid	2,474,773	2,474,774	1,615,914	476,523	(1,139,391)

**TAX EXEMPTION AID**

There are several categories of property tax exemptions for which the State provides a partial reimbursement to municipalities. For FY2019, Arlington's reimbursements are expected to increase \$34,707 to a total of \$150,747. Veterans, blind persons, surviving spouses, and elderly who meet exemption requirements are eligible. Elderly persons (at least 65 years of age) who meet certain whole estate or total assets, annual income, and residency requirements, are eligible for an exemption. The number of exemptions granted is multiplied by the statutory reimbursement of \$500, subject to appropriation. However, if a municipality has adopted Clause 41B or 41C (Arlington has adopted this section which increases exemption amount to \$1,300), the number of exemptions for which it is reimbursed cannot exceed the number reimbursed in the most recent year under Clause 41. In addition, municipalities that have adopted Clause 41B or 41C will be reimbursed for additional costs incurred in determining eligibility of applicants under these clauses in an amount not to exceed two dollars per exemption granted. For property tax exemptions granted to qualifying veterans, blind persons, surviving spouses, and elderly persons, the exemption and reimbursement amounts are as follows:

- Surviving spouses, minor children, elderly persons:
  - Clause 17 - \$175, full reimbursement
  - Clauses 17C, 17C<sup>1/2</sup>, 17D - \$227.50, reimbursement cannot exceed the amount reimbursed on Clause 17.
- Veterans:
  - Clause 22(a-f) - \$520 exempted, \$225 reimbursed
- Paraplegic veterans, surviving spouses:
  - Full amount, 100% minus \$175 reimbursed (§8A)
- Veterans, loss of one arm, foot, or eye:
  - Clause 22A - \$975 exempted, \$575 reimbursed
- Veterans, loss of two arms, two feet, one arm and one leg, or loss of sight:
  - Clause 22B - \$1,625 exempted, \$1,075 reimbursed
- Veterans, special adapted housing:
  - Clause 22C - \$1,950 exempted, \$1,325 reimbursed
- Veterans, surviving spouses of service members who died in combat zone or who are missing in action and presumed dead due to combat:
  - Clause 22D - 100% exempted- 1st five years of exemption, \$2,500 thereafter
- Veterans, 100 percent disability:
  - Clause 22E - \$1,300 exempted, \$825 reimbursed
- Blind persons:
  - Clause 37A - \$650 exempted, \$87.50 reimbursed

<b>TAX EXEMPTION AID</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>Budget Change</b>
Tax Exemption Aid	135,079	113,405	116,040	150,747	34,707

**CHERRY SHEET OFFSETS**

Included in the estimated amount of aid to be received from the State are grant funds for libraries. These grants are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State Aid estimate is also included in the non-appropriated expense section as offsetting debits.

The Town has traditionally received two such annual grants — one for the school lunch and one for public libraries. In FY2016, the State started to account for the school lunch program differently and it is no longer be reflected on the Cherry Sheet.

The library grant is actually three separate grants — the Library Incentive Grant (LIG), Municipal Equalization Grant (MEG) and the Nonresident Circulation Offset (NRC). In FY2019, assistance to libraries is expected to increase slightly to \$56,041. The three funding formulas to determine amounts for each municipality are as follows:

1. The Library Incentive Grant (LIG) is distributed to municipalities as follows:
  - a. Population under 2,500: an amount equal to the amount appropriated for free public library service in the preceding year; distribution not to exceed \$1,250.
  - b. Population of 2,500 or over: up to \$.50 per capita, provided that at least \$1,250 was appropriated for public library service in the preceding year.
2. The Municipal Equalization Grant (MEG) distributes the balance in the LIG/MEG account according to the lottery formula so that municipalities with lower property values receive proportionately more aid than those with greater property values.
3. The Nonresident Circulation Offset (NRC) is distributed annually by the Board of Library Commissioners, based upon each community's share of the total Statewide-circulated items.

The Board of Library Commissioners measures compliance with all requirements before voting to certify or deny applicants for grant payments. To qualify for funding, certain requirements must be met and the municipal Library Director must submit an application to the Board of Library Commissioners each year. Requirements include:

- The city or town's appropriation to operate the public libraries must be equal to or greater than 102.5% of the average of the 3 preceding years' appropriations for free public library service. The Board of Library Commissioners may grant waivers of this requirement to a limited number of municipalities.
- The library must have complied with the minimum standards for free public library service in the preceding year. There are minimum standards in such areas as library director's education, number of hours open, and expenditures for library materials. The library must submit annual report data as specified by the Board of Library Commissioners.

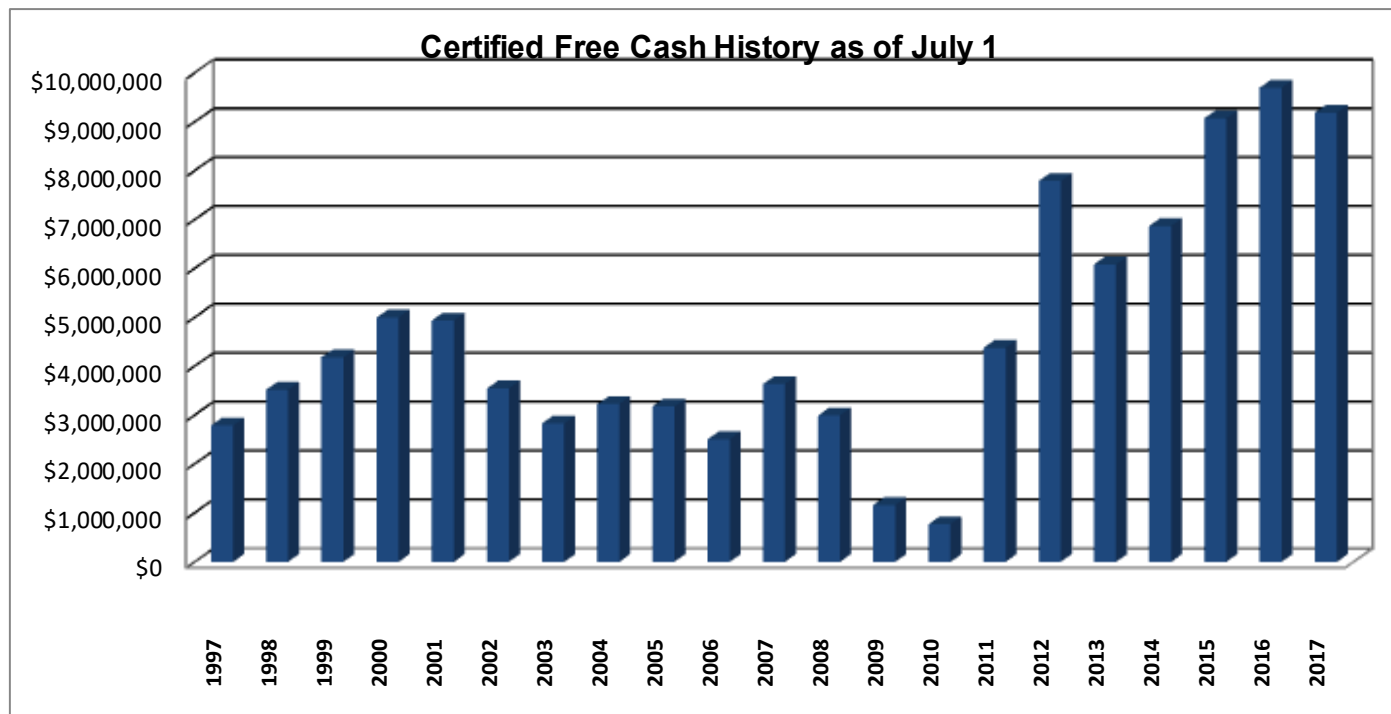
<b>CHERRY SHEET OFFSETS</b>	<b>FY2016 Actual</b>	<b>FY2017 Budget</b>	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>Budget Change</b>
Libraries	54,299	54,397	55,856	56,041	185
<b>Total</b>	<b>54,299</b>	<b>54,397</b>	<b>55,856</b>	<b>56,041</b>	<b>185</b>



## FREE CASH

Free Cash, which is certified as of July 1 each year by the Commonwealth's Department of Revenue (DOR), represents the portion of General Fund surplus revenue that is unrestricted and available for appropriation. These funds, once certified, may be used to support supplemental appropriations during the year: to support the ensuing fiscal year's budget, to reduce the tax levy, or to serve as emergency reserves. Free Cash is generated when the actual operating results compare favorably with the budget, such as when actual revenues exceed the original estimates and/ or when actual expenditures are less than amounts that were appropriated. It is also affected by increases or decreases in uncollected property taxes, deficits in non- General Fund funds, and any other legally incurred operating deficits, such as snow removal overdrafts.

The Town's free cash balance as of June 30, 2017 was \$9,186,749. In accordance with Town policy, Arlington can appropriate up to 50% of the free cash balance towards the next fiscal year's budget. It is recommended that \$4,593,375 or 50% of the existing balance, be appropriated toward the FY2019.



FREE CASH	FY2016 Actual	FY2017 Actual	FY2018 Budget	FY2019 Budget	Budget Change
Free Cash Appropriated	3,435,846	4,537,299	4,850,566	4,593,375	(257,191)



## OTHER REVENUE

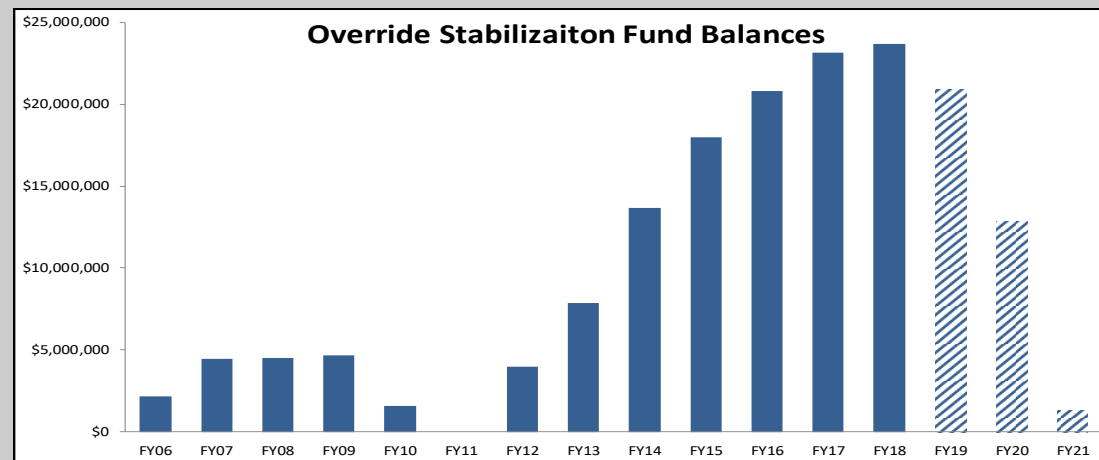
The Other Revenue category includes the Tax Abatement Overlay Reserve Surplus and Override Stabilization Funds.

### Overlay Surplus

The Tax Abatement Overlay Reserve Surplus comes from funds set aside each year for property tax abatements and exemptions. Any funds remaining in the accounts that are no longer needed are declared surplus by the Board of Assessors and are made available for appropriation. Currently, the Board of Assessors has declared \$200,000 as surplus and therefore available for appropriation.

### Override Stabilization Fund

The Override Stabilization Fund was created as a result of the 2005 Proposition 2½ Override. The five-year plan developed at that time projected that the first two years would have surplus funds to be put in an Override Stabilization Fund, the third year there would be no surplus, and the last two years the surplus funds would be drawn down to balance the budget. As a result of tight budget controls, there was no need to make any drawdown from the fund until the fifth year, FY2010, when \$2,742,376 was appropriated or withdrawn. The remaining balance in the fund, of \$1,580,000, was appropriated in FY2011, the sixth year. Since the Override of 2011, \$23,692,212 was put into the Fund. The FY2019 budget will use \$2,786,331.



OTHER REVENUE	FY2016 Actual	FY2017 Actual	FY2018 Budget	FY2019 Budget	Budget Change
Overlay Surplus	350,000	200,000	500,000	200,000	(300,000)
Override Stabilization Fund	-	-	-	2,786,331	-
<b>Total</b>	<b>350,000</b>	<b>200,000</b>	<b>500,000</b>	<b>2,986,331</b>	<b>2,486,331</b>



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## SECTION III

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# BUDGET SUMMARIES





## Overall General Fund Budget Summary

	FY2017 Budget	FY2018 Budget	FY2019 Budget	Change \$	%
<b>Revenue</b>					
Property Tax	\$ 112,439,838	\$ 117,255,201	\$ 123,722,451	\$ 6,467,250	5.5%
Local Receipts	\$ 8,971,000	\$ 9,071,000	\$ 9,171,000	\$ 100,000	1.1%
State Aid	\$ 18,828,545	\$ 19,207,063	\$ 19,958,018	\$ 750,955	3.9%
School Construction Aid	\$ 2,474,774	\$ 1,615,914	\$ 476,523	\$ (1,139,391)	-70.5%
Free Cash	\$ 4,537,299	\$ 4,850,566	\$ 4,593,375	\$ (257,191)	-5.3%
Other Funds	\$ 200,000	\$ 500,000	\$ 200,000	\$ (300,000)	-60.0%
Override Stabilization Fund	\$ -	\$ -	\$ 2,786,331	\$ 2,786,331	100%
<b>TOTAL TAXES, FEES, AID, AND OTHER SOURCES</b>	\$ 147,451,456	\$ 152,499,744	\$ 160,907,698	\$ 8,407,954	5.5%
Transfers in (Offsets)	\$ 2,247,194	\$ 2,436,791	\$ 2,490,562	\$ 53,771	2.2%
<b>TOTAL REVENUES</b>	\$ 149,698,650	\$ 154,936,535	\$ 163,398,260	\$ 8,461,725	5.5%
<b>Expenditures</b>					
<i>Municipal Departments Appropriations *</i>	\$ 35,670,816	\$ 37,036,557	\$ 38,214,820	\$ 1,178,263	3.2%
<i>Offsets</i>	\$ (2,247,194)	\$ (2,436,791)	\$ (2,490,562)	\$ (53,771)	2.2%
Municipal Departments (Taxation Total)	\$ 33,423,622	\$ 34,599,766	\$ 35,724,258	\$ 1,124,492	3.2%
School Department	\$ 57,172,443	\$ 60,928,485	\$ 66,253,022	\$ 5,324,537	8.7%
Minuteman School	\$ 3,649,349	\$ 4,291,333	\$ 4,936,724	\$ 645,391	15.0%
Non-Departmental (Healthcare & Pensions)	\$ 26,562,346	\$ 27,381,296	\$ 27,924,645	\$ 543,349	2.0%
Capital (Includes Debt Service)	\$ 11,192,533	\$ 11,523,825	\$ 12,857,157	\$ 1,333,332	11.6%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 5,593,112	\$ -	0.0%
Warrant Articles	\$ 802,224	\$ 1,319,355	\$ 1,153,137	\$ (166,218)	-12.6%
Reserve Fund & Elections	\$ 1,607,650	\$ 1,506,440	\$ 1,553,287	\$ 46,847	3.1%
Override Stabilization Fund Deposit	\$ 2,349,927	\$ 211,136	\$ -	\$ (211,136)	-100%
<b>TOTAL EXPENDITURES</b>	\$ 142,353,205	\$ 147,354,748	\$ 155,995,342	\$ 8,640,594	5.9%
<b>Non-Appropriated Expenses</b>	\$ 5,098,251	\$ 5,144,996	\$ 4,912,356	\$ (232,640)	-4.5%
<b>Surplus / (Deficit)</b>	\$ -	\$ -	\$ -	\$ -	-

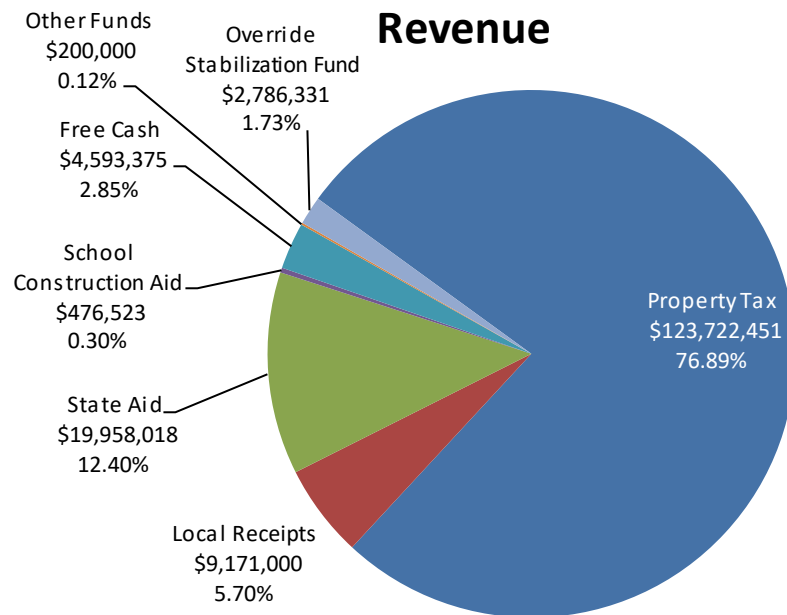
\*The FY17, 18, and 19 Budgets reflect offsets as a revenue source, per guidance from the Department of Revenue.



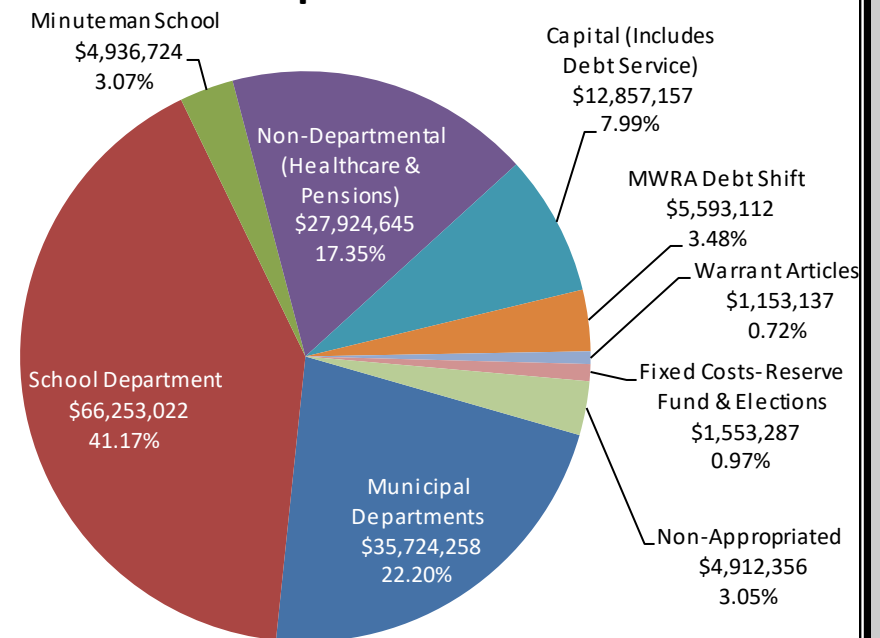
## Fiscal Year 2019

Total \$160,907,698

### Revenue



### Expenditures



# Fiscal Year 2019 Budget



# Budget Summaries Comparison FY 2018-2019

DEPARTMENT	Fiscal Year 2018					Fiscal Year 2019						
	PERSONNEL SERVICES	EXPENSES	Appropriation Total	Enterprise Fund or other offsets	General Fund Total	PERSONNEL SERVICES	EXPENSES	Appropriation Total	Enterprise Fund or other offsets	General Fund Total	Dollar Difference	Percent Difference
FINANCE COMMITTEE	7,800	2,500	10,300	-	10,300	8,050	2,500	10,550	-	10,550	250	2.43%
SELECTMEN	259,096	103,550	362,646	(28,446)	334,200	285,117	103,550	388,667	(25,636)	363,031	28,831	8.63%
TOWN MANAGER	778,758	33,500	812,258	(182,337)	629,921	800,339	42,500	842,839	(190,574)	652,265	22,344	3.55%
HUMAN RESOURCES	276,394	56,450	332,844	(15,806)	317,038	297,303	56,450	353,753	(16,065)	337,688	20,650	6.51%
COMPTROLLER	363,579	99,697	463,276	(39,097)	424,179	328,326	29,697	358,023	(38,745)	319,278	(104,901)	-24.73%
TREASURER	633,401	159,063	792,464	(107,699)	684,765	612,876	165,063	777,939	(110,073)	667,866	(16,899)	-2.47%
POSTAGE	31,245	179,583	210,828	(36,691)	174,137	31,245	179,583	210,828	(36,457)	174,371	234	0.13%
ASSESSORS	281,059	32,648	313,707	-	313,707	289,146	32,648	321,794	-	321,794	8,087	2.58%
INFORMATION TECHNOLOGY	685,202	318,153	1,003,355	(161,319)	842,036	673,392	433,775	1,107,167	(181,714)	925,453	83,417	9.91%
LEGAL	462,242	135,002	597,244	(112,659)	484,585	473,077	135,002	608,079	(114,526)	493,553	8,968	1.85%
TOWN CLERK	248,466	28,860	277,326	-	277,326	239,715	28,860	268,575	-	268,575	(8,751)	-3.16%
REGISTRARS	55,316	13,550	68,866	-	68,866	55,615	13,550	69,165	-	69,165	299	0.43%
PARKING	91,695	41,080	132,775	(45,848)	86,927	70,551	52,380	122,931	(46,576)	76,355	(10,572)	-12.16%
PLANNING & C.D.	536,993	28,695	565,688	(85,709)	479,979	626,444	25,195	651,639	(82,709)	568,930	88,951	18.53%
RENTAL PROPERTIES	-	20,000	20,000	-	20,000	-	20,000	20,000	-	20,000	-	0.00%
REDEVELOPMENT	-	10,800	10,800	-	10,800	-	10,800	10,800	-	10,800	-	0.00%
ZONING BOARD OF APPEALS	22,220	10,100	32,320	-	32,320	22,681	10,100	32,781	-	32,781	461	1.43%
PUBLIC WORKS	3,967,389	6,373,014	10,340,403	(1,231,222)	9,109,181	4,014,033	6,609,164	10,623,197	(1,223,667)	9,399,530	290,349	3.19%
FACILITIES	424,599	406,414	831,013	(135,387)	695,626	466,413	346,244	812,657	(140,875)	671,782	(23,844)	-3.43%
POLICE	7,511,906	702,970	8,214,876	(56,437)	8,158,439	7,494,520	720,070	8,214,590	(57,624)	8,156,966	(1,473)	-0.02%
FIRE	7,019,122	439,900	7,459,022	(172,934)	7,286,088	7,157,961	439,900	7,597,861	(200,121)	7,397,740	111,652	1.53%
INSPECTIONS	480,066	12,000	492,066	-	492,066	487,086	12,000	499,086	-	499,086	7,020	1.43%
LIBRARIES	1,841,856	537,580	2,379,436	(25,200)	2,354,236	1,921,926	537,580	2,459,506	(25,200)	2,434,306	80,070	3.40%
HUMAN SERVICES												
HEALTH & HUMAN SERVICES	425,891	49,700	475,591	-	475,591	439,117	98,200	537,317	-	537,317	61,726	12.98%
VETERANS' SERVICES	64,623	378,577	443,200	-	443,200	70,064	340,268	410,332	-	410,332	(32,868)	-7.42%
COUNCIL ON AGING	253,253	21,000	274,253	-	274,253	272,375	29,500	301,875	-	301,875	27,622	10.07%
YOUTH SERVICES	-	120,000	120,000	-	120,000	-	120,000	120,000	-	120,000	-	0.00%
COLLECTIVE BARGAINING	-	-	-	-	-	472,054	-	472,054	-	472,054	472,054	-
MUNICIPAL DEPTS.	26,722,171	10,314,386	37,036,557	(2,436,791)	34,599,766	27,609,426	10,594,579	38,204,005	(2,490,562)	35,713,443	1,113,677	3.22%
RESERVE FUND		1,506,440	1,506,440	-	1,506,440	-	1,553,287	1,553,287	-	1,553,287	46,847	3.11%
ELECTIONS	20,088	52,536	72,624	-	72,624	47,210	151,915	199,125	-	199,125	126,501	174.19%
FIXED COSTS	20,088	1,558,976	1,579,064	-	1,579,064	47,210	1,705,202	1,752,412	-	1,752,412	173,348	10.98%
EDUCATION	60,928,485	-	60,928,485	-	60,928,485	66,102,319	-	66,102,319		66,102,319	5,173,834	8.49%
N.C. PENSIONS	-	55,322	55,322	-	55,322		18,018	18,018		18,018	(37,304)	-67.43%
C. PENSIONS	-	11,268,183	11,268,183	(1,181,770)	10,086,413		11,887,479	11,887,479	(1,139,952)	10,747,527	661,114	6.55%
INSURANCE	-	17,945,475	17,945,475	(705,914)	17,239,561	-	17,850,681	17,850,681	(691,581)	17,159,100	(80,461)	-0.47%
GRAND TOTAL	87,670,744	41,142,342	128,813,086	(4,324,475)	124,488,611	93,758,955	42,055,959	135,814,914	(4,322,095)	131,492,819	7,004,208	5.63%



## SUMMARY OF 2019 INCREASES/DECREASES (Totals include Offset changes)

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Finance Committee	\$ 250 2.43%	\$ 250 Salaries and Wages
Selectmen	\$ 28,831 8.63%	\$ 26,021 Salaries and Wages; Increase Principal Clerk & Typist FTE \$ 2,810 Decreased W/S Offset
Town Manager	\$ 22,344 3.55%	\$ 21,581 Salaries and Wages \$ 9,000 Increase to Dues and Subscriptions \$ (8,237) Increase in W/S and CPA Offsets
Human Resources	\$ 20,650 6.51%	\$ 20,909 Salaries and Wages \$ (259) Increase W/S Offset
Comptroller	\$ (104,901) -24.73%	\$ (35,253) Salaries and Wages; Telephone Operators moved to I.T. \$ (70,000) Telephone budget moved to I.T. \$ 352 Decrease in W/S Offset
Treasurer-Collector	\$ (16,899) -2.47%	\$ (20,525) Salaries and Wages \$ (2,374) Increased W/S Offset \$ 6,000 Increase in Banking Services and Supplies



## SUMMARY OF 2019 INCREASES/DECREASES

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Postage	\$ 234 0.13%	
	\$ -	Salaries and Wages
	\$ -	Expenses
	\$ 234	Decreased W/S Offset
Board of Assessors	\$ 8,087 2.58%	
	\$ 8,087	Salaries and Wages
	\$ -	Expenses
Information Technology	\$ 83,417 9.91%	
	\$ (11,810)	Salaries and Wages
	\$ (20,395)	Increased W/S Offset
	\$ 115,622	Increase in Expenses; telephone budget moved from Comptroller's, and increase in MUNIS software support
Legal	\$ 8,968 1.85%	
	\$ 10,835	Salaries and Wages
	\$ (1,867)	Increased W/S Offset
Town Clerk	\$ (8,751) -3.16%	
	\$ (8,751)	Salaries and Wages
Registrars	\$ 299 0.43%	
	\$ 299	Salaries and Wages
Parking	\$ (10,572) -12.16%	
	\$ (21,144)	Salaries and Wages
	\$ 11,300	Increase in Parking Transfer
	\$ (728)	Increase in Offset



## SUMMARY OF 2019 INCREASES/DECREASES

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Planning & Comm. Development	\$ 88,951 18.53%	
	\$ 89,451	Salaries and Wages; Senior Transportation Planner FTE added
	\$ (3,500)	Decrease in Expenses
	\$ 3,000	Decrease in Offsets
Rental Properties & Redevelopment Board	\$ - 0.00%	
	\$ -	Expenses
Zoning Board of Appeals	\$ 461 1.43%	
	\$ 461	Salaries and Wages
	\$ -	Expenses
Public Works	\$ 290,349 3.19%	
	\$ 38,448	Natural Resources Salaries & Wages
	\$ 29,700	Natural Resources Increased Expenses
	\$ 7,281	Engineering Salaries & Wages
	1,753	Engineering Decreased Offset
	\$ 5,000	Street lighting Increased Expenses
	\$ 40,000	Traffic Signals Increased Expenses
	\$ 5,815	Admin Salaries & Wages
	\$ (1,500)	Admin Decreased Expenses
	\$ (26,937)	Admin Increased Offset
	\$ 22,000	Highway Increased Salaries & Wages
	\$ (40,775)	Highway Decreased Expenses
	\$ (15,367)	Highway Increase Offset
	\$ 31,305	Increase to Snow & Ice
	\$ (24,614)	MER Decreased Salaries & Wages
	\$ 58,025	MER Increased Expenses
	\$ (1,894)	MER Increase Offset
	\$ 168,495	Solid Waste Increased Expenses
	\$ (2,286)	Cemetery Decreased Salaries & Wages
	\$ (54,100)	Cemetery Decreased Expenses
	\$ 50,000	Cemetery Decrease Offset



## SUMMARY OF 2019 INCREASES/DECREASES

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Facilities	\$ (23,844) -3.43%	\$ 41,814 Salaries and Wages \$ (60,170) Decreased Expenses \$ (5,488) Increase in W/S Offset
Police	\$ (1,473) -0.02%	\$ (17,386) Salaries and Wages \$ 17,100 Increased Expenses \$ (1,187) Increased Parking Fund Offset
Fire	\$ 111,652 1.53%	\$ 138,839 Salaries and Wages \$ - Expenses \$ (27,187) Increased W/S Offset
Inspectional Services	\$ 7,020 1.43%	\$ 7,020 Salaries and Wages \$ - Expenses
Libraries	\$ 80,070 3.40%	\$ 80,070 Salaries and Wages; Adult Services Librarian FTE added



SUMMARY OF 2019 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Health and Human Services	\$ 61,726 12.98%	\$ 13,226 Salaries and Wages \$ 48,500 Increased Expenses for rodent control, mosquito control, and building rental
Veterans' Services	\$ (32,868) -7.42%	\$ 5,441 Salaries and Wages \$ (38,309) Decreased Expenses
Council on Aging	\$ 27,622 10.07%	\$ 19,122 Salaries and Wages; Increased Social Worker FTE \$ 8,500 Increased Expenses
Arlington Youth Counseling Center	\$0 0%	
COA Trans. Subsidy	\$0 0%	
Collective Bargaining	\$472,054	
<b>Subtotal: Municipal Departments</b>	<b>1,113,677 3.22%</b>	





## SUMMARY OF 2019 INCREASES/DECREASES

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Non-Contributory Retirement	(\$37,304) -67.43%	
Contributory Retirement	\$ 661,114 6.55%	
Group Health Insurance	\$ (80,461) -0.48%	\$ 40,000 Increased Workers' Compensation \$ (6,000) Decreased Opt Out Program \$ (330,247) Decreased Group Health Insurance \$ 209,821 Increase Medicare Payroll Tax \$ (8,368) Decreased Flexible Benefit Plan \$ 14,333 Decreased Offset
Liability Insurance	\$0 0.00%	
Unemployment Compensation	\$0 0%	
Reserve Fund	\$46,847 3.11%	
Elections	\$126,501 174.19%	\$27,122 Salaries & Wages \$99,379 Increased Expenses
<b>Subtotal: Fixed Costs</b>	<b>\$ 716,697 10.98%</b>	
<b>Total: Education</b>	<b>\$ 5,173,834 8.49%</b>	
<b>Grand Total</b>	<b>\$ 7,004,208</b>	

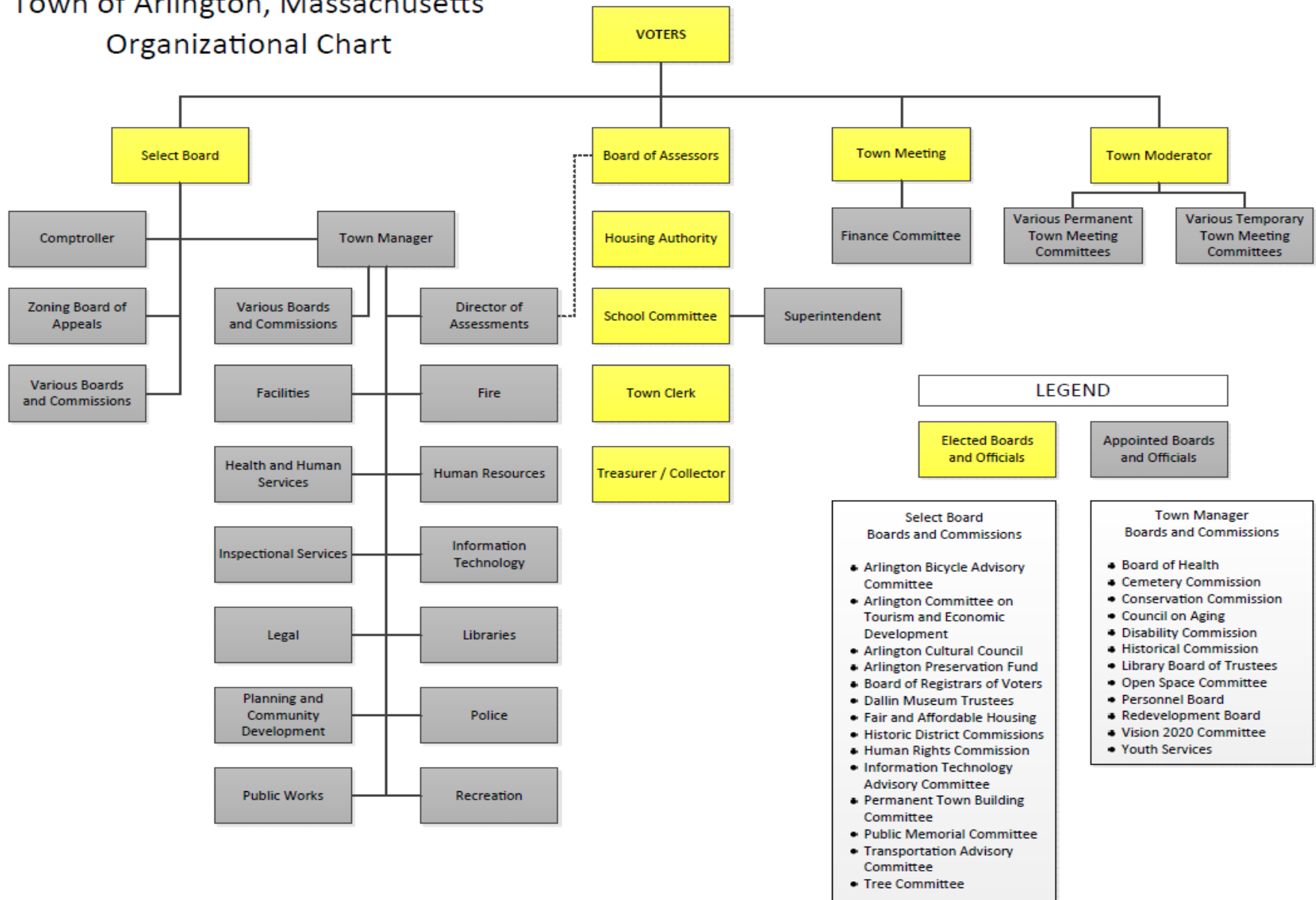


## Personnel Changes FY 2009 - FY 2019

Department	FY09		FY10		FY11		FY12		FY13		FY14		FY15		FY16		FY17		FY18		FY19		FY18 to 19 FTE Change		FY09 - 19 FTE Change	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT				
General Fund																										
Finance Committee	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0.00	0%	0	0%
Board of Selectmen	3	0.50	3	0.50	3	0.50	3	0.50	3	0.50	3	0.50	3	0.51	3	0.51	3	0.51	3	0.51	4	0.00	0.49	14%	1	14%
Tow n Manager (Purchasing)	4	1.00	4	1.00	4	1.00	4	0.98	4	1.20	5	0.69	5	0.69	5	0.69	6	0.69	6	0.69	6	0.69	0.00	0%	2	34%
Human Resources	4	0.00	3	0.54	3	0.00	3	1.00	3	0.54	3	0.54	3	0.51	3	0.51	3	0.51	3	0.51	3	0.51	0.00	0%	0	-12%
Information Technology	5	0.50	5	0.50	5	1.00	5	1.00	5	1.00	7	0.50	7	0.30	7	0.30	7	0.30	7	0.60	7	1.30	0.70	9%	3	51%
Comptroller	4	1.80	4	1.80	4	1.80	4	1.80	4	1.80	4	1.30	4	1.30	4	1.30	4	1.30	4	1.30	4	0.00	-1.30	-25%	-2	-31%
Treasurer/Collector	8	2.10	9	0.86	9	0.86	9	0.86	9	0.86	9	0.86	10	0.00	10	0.00	10	0.00	10	0.00	10	0.00	0.00	0%	0	-1%
Postage	0	0.70	0	0.70	0	0.70	0	0.70	0	0.70	0	0.70	0	0.63	0	0.63	0	0.66	0	0.66	0	0.66	0.00	0%	0	-6%
Assessors	4	0.46	4	0.46	4	0.46	4	0.46	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%	0	-10%
Legal (Workers' Comp)	4	0.50	4	0.50	4	0.50	4	0.54	4	0.51	4	0.51	4	0.54	4	0.54	4	0.54	4	0.54	4	0.54	0.00	0%	0	1%
Tow n Clerk	4	0.45	4	0.45	4	0.45	4	0.00	4	0.23	4	0.23	4	0.23	4	0.23	4	0.23	4	0.23	4	0.00	-0.23	-5%	0	-10%
Parking	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	0.00	0%	0	0%
Board of Registrars	1	0.54	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	0.00	0%	-1	-35%
Planning & Comm Development	4	0.95	4	0.95	4	0.75	5	1.32	5	1.32	5	0.83	5	1.06	5	1.06	5	1.06	7	0.00	8	0.00	1.00	14%	3	62%
Redevelopment Board	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.00	0	0.00	0.00	0%	-1	-100%
Zoning Board	0	0.50	0	0.50	0	0.50	0	0.46	0	0.46	0	0.46	0	0.48	0	0.48	0	0.49	0	0.49	0	0.49	0.00	0%	0	-2%
Public Works	65	0.62	65	0.62	62	0.62	60	1.13	59	1.63	59	1.81	59	1.98	59	2.35	58	1.55	59	1.55	60	0.86	0.31	1%	-5	-7%
Admin	7	0.00	7	0.00	7	0.00	6	0.50	6	1.00	6	1.18	6	1.35	6	1.72	5	0.86	5	0.86	5	0.86	0.00	0%	-1	-16%
Engineering	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%	0	0%
Natural Resources, Properties	19	0.00	19	0.00	17	0.00	18	0.00	18	0.00	18	0.00	18	0.00	17	0.63	17	0.69	17	0.69	18	0.00	0.31	2%	-1	-5%
Highw ays	24	0.00	24	0.00	23	0.00	23	0.00	22	0.00	22	0.00	22	0.00	22	0.00	22	0.00	23	0.00	23	0.00	0.00	0%	-1	-4%
Motor Equipment Repair	6.00	0.00	6.00	0.00	6.00	0.00	6.00	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	0.00	0%	0	0%
Cemeteries	5	0.62	5	0.62	5	0.62	3	0.63	3	0.63	3	0.63	3	0.63	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%	-2	-29%
Community Safety -- Admin	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-5	-100%
Police	64	0.00	64	0.00	63	0.00	65	0.00	65	0.00	84	2.67	82	2.66	82	2.66	84	2.66	83	3.46	83	3.46	0.00	0%	22	35%
Other	2	2.96	2	2.96	2	2.96	1	3.51	4	1.81	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-5	-100%
Fire	76	0.00	76	0.00	75	0.00	76	0.00	76	0.00	80	0.00	81	0.00	81	0.00	81	0.00	81	0.00	81	0.00	0.00	0%	5	7%
Support	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-12	-100%
Inspections	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	6	0.00	6	0.00	0.00	0%	1	20%
Libraries	21	11.3	21	11.3	20	11.30	20	11.30	20	11.30	21	8.15	22	6.90	22	7.39	22	7.02	21	8.41	24	6.64	1.23	4%	-2	-5%
Facilities	0	0.0	0	0.0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	1.18	5	1.33	5	0.83	5	0.83	0.00	0%	6	-
Health and Human Services	5	2.75	5	3.00	5	3.40	5	3.40	5	3.25	5	3.25	6	2.30	6	2.30	6	2.30	7	2.89	8	2.60	0.71	7%	3	37%
Enterprise Funds																										
Water & Sewer	16	0.00	16	0.00	16	0.50	16.00	0.50	16.00	0.50	16	0.50	16	0.50	16	0.50	16	0.50	16	0.30	16	0.30	0.00	0%	0	2%
Arlington Recreation	2	1.25	1	2.25	1	2.25	2.00	1.02	1.00	1.02	1	1.12	1	1.24	1	1.35	2	0.57	1	1.87	3	4.70	4.83	168%	4	137%
Ed Burns Arena	1	1.75	1	2.00	1	2.00	2.00	1.27	2.00	1.12	2	1.12	2	1.12	1	1.95	1	1.90	1	1.60	1	1.90	0.30	12%	0	5%
Council on Aging Trans.	1	0.55	1	0.55	1	0.10	1.00	0.54	1.00	0.54	1	0.54	1	0.54	1	0.54	1	0.60	0	1.60	0	1.60	0.00	0%	0	3%
Arlington Youth Counseling Ctr	3	4.17	1	2.47	0	1.47	2.00	1.48	2.00	1.48	3	1.48	3	1.90	2	2.68	2	2.48	3	1.77	3	1.77	0.00	0%	-2	-33%
TOTAL	324	36.05	321	34.61	314	33.82	319	34.47	320	32.47	327	28.46	329	26.09	328	29.85	335	27.90	337	30.01	346	29.05	8.04	2.2%	15.00	4%



## Town of Arlington, Massachusetts Organizational Chart





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## SECTION IV

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# BUDGETS



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# GENERAL GOVERNMENT

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FINANCE COMMITTEE • RESERVE FUND •  
BOARD OF SELECTMEN • TOWN MANAGER •  
HUMAN RESOURCES • COMPTROLLER • TREASURER

---

POSTAGE • ASSESSORS • INFORMATION  
TECHNOLOGY • LEGAL • TOWN  
CLERK • BOARD OF REGISTRARS •  
PARKING

---

PLANNING & COMMUNITY DEVELOPMENT •  
REDEVELOPMENT BOARD •  
ZONING BOARD OF APPEALS • FACILITIES

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### Program Description

The Finance Committee is comprised of 21 members appointed from each of the 21 precincts in Town. The purpose of the Committee is to "consider all articles contained in any warrant except articles on zoning upon which the zoning by-law requires a report to be made to the Town by the Redevelopment Board and those articles which do not require or request an appropriation of money...Said committee shall make recommendations, and shall report in print...to each Town Meeting." The Committee also makes general suggestions, criticisms, and recommendations, including articles which may not request an appropriation.

The Committee is also the custodian of the reserve fund, which is appropriated annually to allow for any unforeseen expense, which may occur during the fiscal year. The Committee's members play active roles in Town finance, officially representing the Finance Committee on many of the Town's other committees. These include: the Capital Planning Committee, the Budget and Revenue Task Force, the Long Range Planning Committee, Vision 2020, Information Technology Advisory Board, and many committees voted by Town Meeting.

### Budget Statement

The Finance Committee has increased personnel services by \$250 for FY19. The Reserve Fund is one percent (1%) of General Fund Revenue.

#### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Reserve Fund</b>				
Expenses	1,465,000	1,506,440	1,553,287	1,553,287
<b>Total</b>	1,465,000	1,506,440	1,553,287	1,553,287

### FY2019 Objectives

- Review and recommend on all financial articles before the Town Meeting.
- Review and act on all requests for transfers within departmental budgets and from the Reserve Fund.
- Participate in all committees which require a representative from the Finance Committee, such as, but not limited to, the Capital Planning Committee, the Information Technology Advisory Board, and the Budget and Revenue Task Force.

### Major Accomplishments for 2017

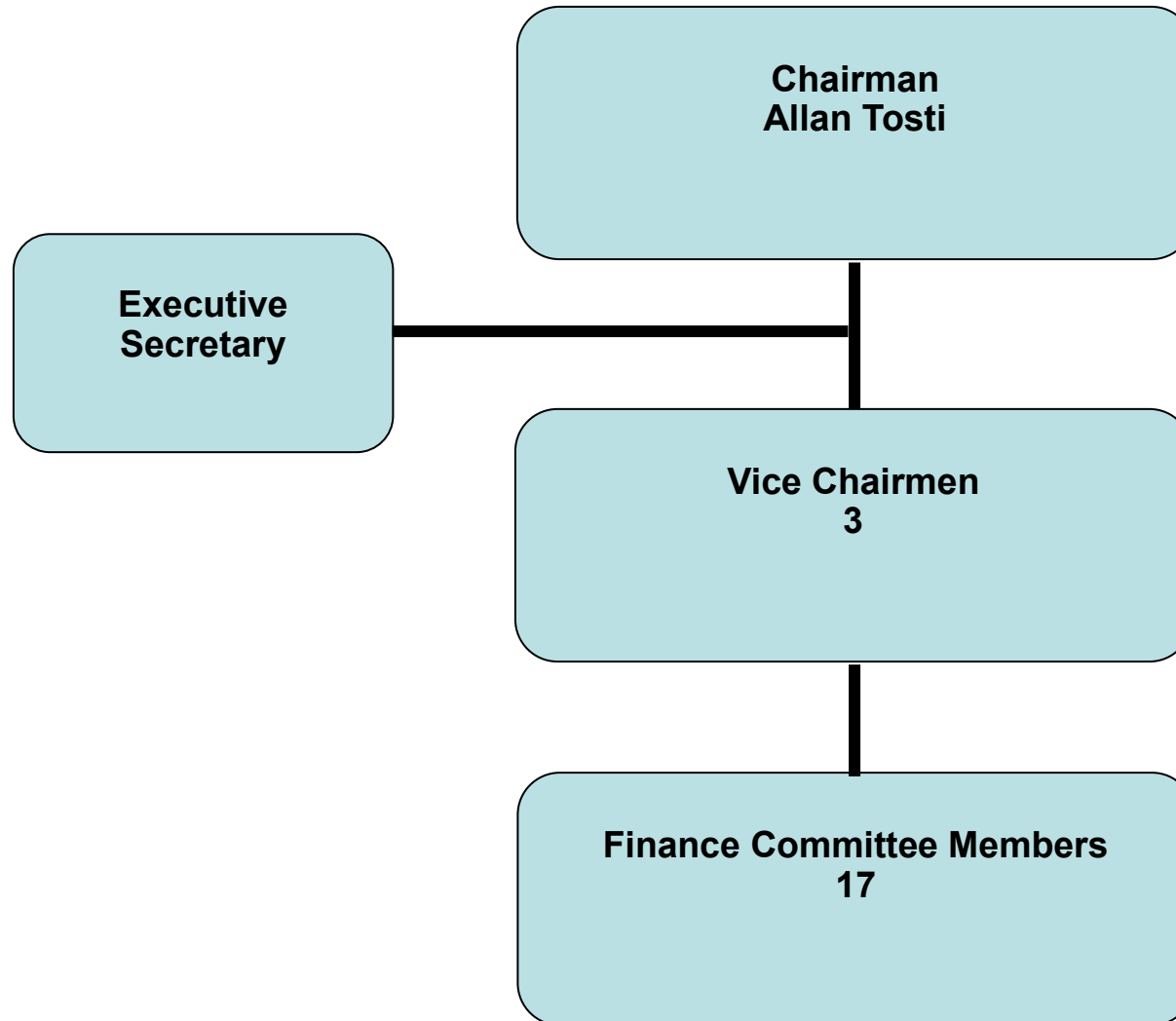
- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting balanced and responsible proposed spending consistent with the long term plan of the Town.
- Successfully guided the spending plan through Town Meeting.

#### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Finance Committee</b>				
Personnel Services	8,329	7,800	7,800	8,050
Expenses	443	2,500	2,500	2,500
<b>Total</b>	8,772	10,300	10,300	10,550

#### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Finance Committee</b>				
Managerial				
Clerical	1PT	1PT	1PT	1PT
Professional/Technical				
<b>Total</b>	1PT	1PT	1PT	1PT







## Program Description

To perform the duties of Administrative Office of the Select Board in an efficient, organized and professional manner.

- Provide administrative support to the Select Board.
- Serve as initial contact for the Selectmen to the public, providing general information and assistance.
- Provide service as initial contact for the public regarding complaints, issues, and other business matters.
- Process and issue licenses and permits granted by BOS.
- Process and issue all ABCC state alcohol licenses.
- Provide administrative assistance for private way repair.
- Preparation of weekly distribution of Board Information.
- Preparation and follow up for Selectmen Meetings.
- Preparation and distribution of all election and town meeting warrants.
- Staffing and maintenance of all polling locations.
- Provide administrative support and information for Town Day Committee.
- Provide administrative support for exceptions to overnight parking ban.
- Preparation and distribution of Proclamations for the Select Board.
- Provide planning and follow up for all Selectmen special events.
- Provide support and resources to the Transportation Advisory Committee and other BOS committees, boards, and commissions.
- Provide administrative support for postings of all meeting notices and agendas for Selectmen Committees.

## Budget Statement

The Select Board's Office will continue to work with the Town Manager and all other Town Departments and officials to maintain the budget. Personnel expenses increase because a part-time clerk has been changed to full-time. The budgets fluctuates subject to the number of elections, and Special Town Meetings in any given year. As Arlington continues to thrive as a popular place for restaurants we expect that revenues from related permits will be maintained.

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Board of Selectmen</b>				
Managerial	1	1	1	1
Clerical	2.5	2.5	3	3
Professional/Technical	0	0	0	0
<b>Total</b>	<b>3.5</b>	<b>3.5</b>	<b>4</b>	<b>4</b>

## FY2019 Objectives

- Review all board applications for licenses and permits, and update applications and processes across departments.
- Work with the Arlington Tourism and Economic Development Committee to review the committee's priorities and the committee's structure with a focus on developing a sustainable model through which these priorities can be achieved.
- Establish a beautification committee to explore opportunities for enhancing holiday decorations and other aesthetic aspects of the Town.
- Update the Selectmen's Policy Handbook and establish a policy outlining the manner and frequency in which it will be reviewed.
- Continue to enhance accessibility and transparency of Select Board proceedings through the integration of technology.
- Explore the implementation of remote participation for both Board members and residents and the technology that would be necessary to make it practical.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Board of Selectmen</b>				
Personnel Services	258,518	259,096	279,979	285,117
Expenses	16,775	22,050	22,050	22,050
Audit	63,000	78,000	78,000	78,000
Annual Report	3,500	3,500	3,500	3,500
<b>Total</b>	<b>341,793</b>	<b>362,646</b>	<b>383,529</b>	<b>388,667</b>

**FY2019 Objectives (cont.)**

- Work to develop a memorandum of agreement with the Town Clerk's Office and the Board of Registrars regarding the management and administration of elections.
- Implement the State mandated Early Voting Process for State and Federal elections.
- Coordinate the repainting and carpet installation of the Selectmen's Chambers.
- Facilitate reorganization of the basement Selectmen archives.
- Facilitate reorganization of electronic archives.
- Revise applications and permits for all license/permit categories.

**Major Accomplishments for 2017**

- Successful implementation and administration of the Commonwealth's Early Voting Initiative.
- Managed five different elections, including State Election/Debt Exclusion (April 2016), State Primary (Sept 2016), Special Minuteman Election (Sept 2016), Presidential Election (Nov 2016), Annual Town Election (April 2017), and Special State Primary Election/State Senator (June 2017), and Special State Election/State Senator.
- Spearheaded the 40th Anniversary of Town Night and Town Day, including all administration and coordination of events.
- Coordinated with Selectmen for planning two Special Town Meetings (October 2016 and April 2017) as well as Annual Town Meeting (April 2017).
- Assisted through explanation/education of residents regarding the Community Choice Aggregation of electricity purchases.
- Coordinated information and meetings in the renewal process of cable contract franchise licenses.
- Supported and implemented revisions of: Special/One Day Licenses, Caterer's Licenses and Fundraiser Events.

**SUB PROGRAM COSTS**

	<b>FY2017 Actual</b>	<b>FY2018 Budget</b>	<b>FY2019 Request</b>	<b>FY2019 Final Budget</b>
<b>Elections</b>				
Personnel Services	51,205	20,088	47,210	47,210
Expenses	85,175	52,536	151,915	151,915
<b>Total</b>	<b>136,380</b>	<b>72,624</b>	<b>199,125</b>	<b>199,125</b>

**Performance / Workload Indicators**

	<b>FY2015 Actual</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Estimated</b>
<b>Board of Selectmen</b>				
<b>Meetings:</b>				
Town Meeting Preparations	5	8	8	8
Special Town Meeting Preparations	1	2	1	1
Selectmen Meeting Preparations	28	28	28	28
Audit Advisory Meeting Preparations	2	2	2	2
Budget & Revenue Task Force	2	2	2	2
BOS Goal Setting	1	1	1	1



**Select Board**

Joseph A. Curro Jr.  
Daniel Dunn  
Kevin Greeley  
Diane Mahon  
John Hurd

**Board Administrator**

Marie Krepelka

**Office Manager**

**Administrative Assistant**

**Principal Clerk**



## Program Description

The Town Manager's Office implements Town policy and provides management of all operational and support departments, excluding Treasurer/Collector, Town Clerk, Board of Selectmen, and Comptroller Departments.

The Town Manager is responsible for the direct management and supervision of Public Works, Police, Fire, Health and Human Services, Facilities, Inspectional Services, Libraries, Planning and Community Development, Legal/Workers' Compensation, Human Resources, Information Technology, Assessing, and Recreation. It is also responsible for the capital and operating budgets, the Annual Report, insurance, Town website, legislative initiatives, policy recommendations to the Board of Selectmen, and purchasing. It provides staff support for the Community Preservation Act Committee, the Capital Planning Committee, and coordinates public records requests.

The Office approves all Town purchasing, including bid management, assistance in the review and approval of all Requests for Proposals, Request for Quotations, and bids, and encouraging a mutually cooperative relationship with requesting departments, acknowledging that successful purchasing is a result of team work.

## Budget Statement

The FY19 expense budget has increased by \$9,000. The majority of this increase is to pay for dues for the Metropolitan Mayors' Coalition, a group that discusses important issues to cities and towns in our region.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Town Manager</b>				
Personnel Services	727,126	778,758	789,814	800,339
Expenses	35,937	33,500	42,500	42,500
<b>Total</b>	<b>763,063</b>	<b>812,258</b>	<b>832,314</b>	<b>842,839</b>

## FY2019 Objectives

- Work with Long Range Planning Committee to update existing multi-year financial plan while also considering opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans and work with the Budget and Revenue Taskforce to identify financial impact of the Arlington High School building project.
- Investigate reduction of MWRA debt shift as a means of offsetting tax bill impacts of future overrides and debt exclusions.
- Continue to evaluate current methods of delivering various services to ensure that the most productive, cost efficient method is used.
- Continue to pursue grant funding and other revenue enhancing opportunities including grants available to Community Compact program participants.
- Work with legislators and other communities for a more equitable distribution of state resources and identify and communicate the Town's legislative priorities to the local delegation.
- Work with utility companies to explore system upgrades and better coordination amongst varying utilities, specifically focused on better coordination between utility work and Town paving projects, gas leak repair, and double pole removal.
- Advocate for increasing the state match for CPA funding and the full implementation of recommendations of the Foundation Budget Review Commission regarding State Ch. 70 Education Aid.
- Advocate for both MassWorks and MassDOT funding to begin Phase 2 of the Massachusetts Avenue project.
- Work with state and federal legislative delegation to urge the FAA to consider ways to mitigate the noise of flights over East Arlington.
- Continue to work with the School Department on continued implementation of the joint Town/School Facilities Department with a focus on asset inventory and maintenance scheduling.

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Town Manager</b>				
Managerial	3	3	3	3
Clerical	1	1	1	1
Professional/Technical	2.7	2.7	2.7	2.7
<b>Total</b>	<b>6.7</b>	<b>6.7</b>	<b>6.7</b>	<b>6.7</b>



**FY2019 Objectives (cont.)**

- Work with the Arlington High School Building Committee in determining the preferred plan for renovating/reconstructing Arlington High School and funding the project.
- Complete the construction projects at the Gibbs and Hardy Schools.
- Finalize the sale of the property at 1207 Massachusetts Avenue.
- Work with the ARB and the PTBC on hiring an OPM and architect to begin designing upgrades to the Central School space focused on improving the space used as a Senior Center.
- Work with the PTBC to hire an architect and begin plans for a renovation of the DPW facility.
- Work with the Friends of the Robbins Town Hall Gardens, and the Community Preservation Committee to make improvements to Town Hall and Gardens.
- Work with the Master Plan Implementation Committee to continue the implementation of the key strategies and recommendations contained within the Master Plan, including a continuing focus on the work of the Zoning Recodification Committee and the Residential Study Group.
- Continue to support economic development, business retention, and tourism by working with the Economic Development Coordinator, with a particular focus on reducing the number of retail storefront vacancies in Arlington's commercial districts.
- Work to oppose the current proposal for the Mugar property, protect the wetlands contained within the property, and work toward the best outcome for the property, the neighborhood, and the Town.
- Continue to work with the Arlington Commission on Arts and Culture to support promotional opportunities for arts and culture in Arlington, work to promote the recently approved cultural district, and assist in the implementation of the Arts and Culture Action Plan.
- Work with the Cemetery Commission and ARB to consider the impending shortage of cemetery space.
- Work with stakeholders on identifying land for storm debris and snow storage.

**FY2019 Objectives (cont.)**

- Communicate and coordinate with neighboring communities to identify issues that have regional impacts, including:
  - Work with Cambridge, Somerville, and the MWRA to eliminate all CSO discharges into the Alewife Brook within the next 20 years.
  - Uphold Town Meeting vote to restore Alewife Brook to a Federal Class B waterway.
  - Work with DCR and MassDOT on Alewife Greenway to protect the Town's interests and ensure that appropriate state agencies uphold their commitment to maintenance and vegetation management.
  - Work with state legislators, Cambridge, and Belmont to renew the stormwater joint powers agreement.
  - Investigate the potential for regionalizing an approach to federal stormwater (MS4) permitting.
- Work with the Parking Implementation and Governance Committee on managing the Arlington Center Parking Management Strategy and prepare proposals for the Parking Benefit District.
- Work with the Parking Implementation and Governance Committee on investigating a mobile payment app for parking meters, considering a variable pricing model, enhancing data collection and reporting, and exploring expansion of metering.
- Work with the Planning and Community Development Department as it studies means of getting residents to Alewife with the First Mile, Last Mile grant and as it pursues grant funding to study Bus Rapid Transit.
- Work with ABAC and TAC to leverage the Complete Streets program and promote and encourage multimodal transportation in Arlington, support corresponding infrastructure improvements throughout Town, and explore bike sharing opportunities.
- Work with stakeholders to finalize design and identify funding for the traffic signal at the intersection of Lake Street and the Minuteman Bikeway.
- Work with the Disability Commission and Department of Public Works to continue to aggressively fund and implement ADA accessible curb ramp improvements.



**FY2019 Objectives (cont.)**

- Initiate comprehensive review of the impact of Waze and other navigations apps on traffic in neighborhoods throughout Arlington.
- Draft updates to bylaw regarding private ways, including an update to the betterment process.
- Continue exploring options for customer service enhancements including enhanced use of website, offering of mobile app for the Request/Answer Center, and connecting citizen requests to the GIS database.
- Receive quarterly reporting from the Request/Answer Center with a focus on volume and response time. Track how long before a request is acknowledged. Monitor long term unanswered requests and explore further metrics that provide value to the Board of Selectmen.
- Work with Public Information Officer to maintain and expand traditional and alternative means to enhance public communication including investigating the implementation of community engagement training.
- Work with the Director of Information Technology to renew the 3 year IT Strategic Plan.
- Work with departments to expand the implementation of online bill payments.
- Continue work with the Energy Working Group, leveraging Arlington's designation as a Green Community, to improve the Town's energy efficiency.
- Investigate further expansion of electric vehicle charging infrastructure for public use.
- Begin bargaining with all bargaining units for a new contract beginning in FY2019.
- Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization.
- Work to provide organization wide professional development, focused on customer service training.

**Major Accomplishments for 2017**

- Completed the renovation of the Stratton Elementary School.
- Completed the six classroom addition to the Thompson Elementary School.
- Launched new version of Open Checkbook, further enhancing the Town's financial transparency.
- Implemented Employee Self Service via the Town's financial platform (MUNIS) thereby providing employees with greater access to payroll information and creating administrative efficiencies via improved self service options.
- Worked with the Energy Working Group and the Board of Selectmen to implement Community Choice Aggregation.
- Installed two electric vehicle charging stations at the Russell Common lot.
- Provided Town Department Heads with training focused on improved customer service and resident communication.
- Received grant funding for various efforts, including climate change preparedness planning, piloting Bus Rapid Transit, and planning for improvements to the Heights Business District.
- Received Government Finance Officers Association Distinguished Budget Presentation Award for the fifth consecutive year.
- Hired new Facilities Director.
- Received a Kenneth Pickard Innovation Award by the MMA for the Vacant Storefront Registry Bylaw.



### Program Description

An ongoing goal of the Board of Selectmen is to enhance public communication and customer service in day-to-day Town operations and in the event of an emergency. The Public Information Officer (PIO) works with all departments to achieve this goal by leveraging existing, and new communication channels and technology to improve efficiencies, effectiveness, and productivity for staff. The PIO promotes the interests of the Town in concert with its goals, encourages participation in Town government, and provides ongoing education aimed at increasing understanding of how the Town operates.

The main communication channels are: the Town's website, Town of Arlington Notices, the Arlington Alert System, social media, and local media. The Town's website supports the online information and outreach activities of 15 departments, multiple divisions, and over 75 committees. It hosts the Request/Answer Center (R/A Center), the Town's online customer service center, where residents can Find Answers, Ask a Question, Make a Service Request, and track them online. Town of Arlington Notices are email notices that deliver information on activities including: public health and public works alerts, election information, trash and recycling reminders, and special Town events. The Arlington Alert System allows the Town to send urgent alerts to residents by phone, text, and email, such as a snow emergency and parking bans.

### FY2019 Objectives

The Town continues to build an extremely valuable relationship with its constituents by providing content and services they seek online. The deployment of the new website (CMS) has been instrumental in our ability to improve performance. Our objectives continue to be:

- Support staff in their public communication and online customer support initiatives.
- Provide timely and accurate information to residents.
- Maintain loyalty/usage of all communication channels.
- Preserve and increase productivity through all communication channels.
- Continue to develop uses of traditional media to communicate with the public.
- Look for opportunities to integrate GIS capabilities to the Town's Request/Answer Center.
- Implement new features/processes to improve communications and transparency.
- Identify and implement strategies and tools to improve ADA compliance on the website.
- Identify and implement improved reporting mechanisms for all Town communication channels to better utilize these channels and Town resources toward delivery of quality customer service.

### Budget Statement

This is the third year utilizing a content management system (CMS) to power the website. The Town continues to build staff capacity by introducing new processes and training on content creation and dissemination. The quality and volume of content is growing to support the Town's communication goals. New metrics to measure content output have been added. In early 2018, the Town will launch a mobile version of the R/A Center to provide greater convenience for residents and improved data entry for staff. We continue to work across the organization to ensure ongoing quality, efficiency, and transparency of service delivery.

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Town Manager</b>				
Purchase Orders				
Processed	5,610	5,629	5,607	5,000
Bids Processed	58	53	59	50



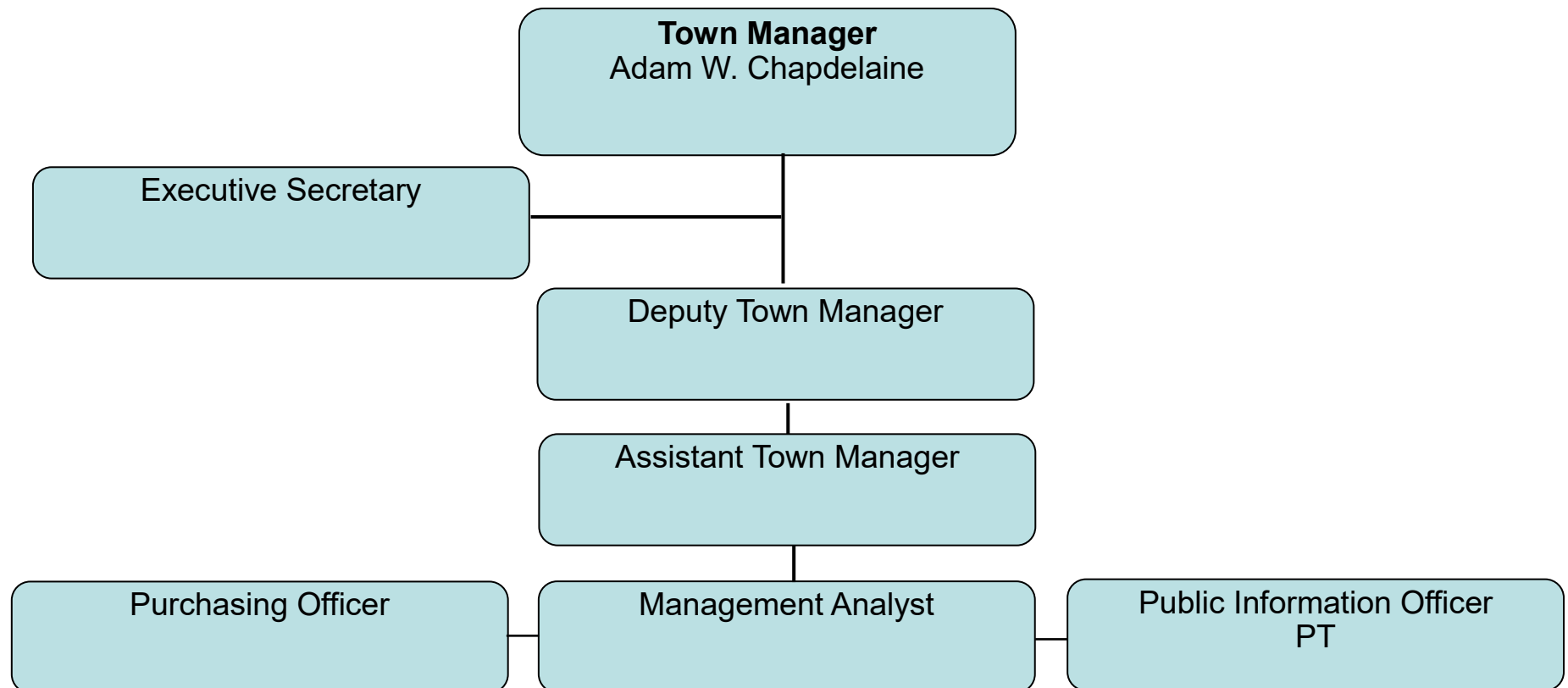
### Major Accomplishments for 2017

- Cross-department meetings and workshops continue to improve content quality and timeliness. Workshops include discussion of requirements and best practices for Americans with Disabilities Act (ADA) compliance.
- Adoption of CMS across the organization continues to rise, with 79 active users at the end of 2017. Adoption of Vision Social by three departments (DPW, Planning, COA).
- Continued outreach of National League of Cities (NLC) [Prescription Drug Card Program](#), a program that offers savings on prescription drugs to residents who have prescriptions that are not covered by insurance. At end of calendar year 2017, \$301,272 in cumulative savings realized by residents. Arlington continues to lead the state and ranks in the top 20 for cumulative savings in the program.
- Major campaigns and events supported in 2017 include: Arlington CCA, Town Meeting, Zoning Recodification. Publications produced: 2016 Annual Report; with DPW, 2016-2017 Recycling & Trash Guide mailed to all Arlington households.
- Development of mobile app for the Request/Answer Center. Due to launch early 2018.

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Public Communications</b>				
Subscribers to Town of Arlington Notices	4,808	5,040	5,206	5,260
% of Growth from previous year	11%	5%	3%	1%
% of households (19,000)	25%	27%	27%	28%
<b>Social Media Town of Arlington Channel only</b>				
Facebook Likes	641	1,055	1,453	1,900
Twitter Followers	587	1,270	1,873	2,100
<b>Website Traffic (arlingtonma.gov)</b>				
Page Views	1,482,761	1,731,811	1,712,542	1,630,375
Visits/Sessions	520,205	649,723	673,421	632,627
Unique Visitors/Users	264,376	320,351	323,854	324,409
Visitor Loyalty- # of Uniques Visited Over 200 Times	17,754	22,625	24,762	22,229
<b>Request/Answer Center: System Stats</b>				
Answers Viewed on Portal	299,288	312,237	253,219	196,339
**Productivity Preserved in Hours/Answers Viewed	24,941	26,020	21,102	16,362
*New Customer Registrations	2,226	1,805	1,592	2,030
Questions/Requests Created	3,512	3,501	2,964	3,194
Questions/Requests Closed	3,102	3,519	2,895	3,010
<b>Content Creation/Dissemination</b>				
Calendar Events	1,420	1,379	1,046	1,100
News Articles	362	591	600	600
Email Notices (News, Agendas, RFPs)	506	538	531	535







### Program Description

The Human Resources Department is a four person team consisting of a Director, Assistant Director, Benefits Administrator, and part-time Assistant Benefits Administrator. The Department's primary objectives are to protect the Town from employment liability issues and to provide quality, professional support to our employees and managers.

The Department administers the town's classification, compensation and benefits programs in compliance with Federal and State Labor Laws, along with local collective bargaining agreements. The Director serves as a primary contact for the Town's six labor unions and is a member of the Town's collective bargaining team. Additionally, the Department deals with a wide variety of workplace issues and seeks to improve the quality and effectiveness of town services by recruiting the best employees, and reviewing and improving Departments' organizational structures.

The Department works to ensure the fair and equitable treatment of all Town employees. The Department administers Health Insurance and other benefits for all active town and school employees as well as retirees. The Department advertises position openings: screens, interviews, and selects the most qualified candidates for positions; maintains the Town's classification and pay plan and ensures compliance with Civil Service Laws, as well as state and federal employment laws. The Department also addresses a wide range of employment matters including disciplinary matters and workplace investigations.

The Town and School Human Resources staffs are committed to a collaborative effort in providing quality service to employees and retirees. We also continue to invest in developing a culture of trust with our labor unions and employees, which in turn helps indemnify the Town from costly employment litigation.

### Budget Statement

Human Resources functions are stable and the budget for FY19 is level funded.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Human Resources</b>				
Personnel Services	264,010	276,394	291,628	297,303
Expenses	50,850	56,450	56,450	56,450
<b>Total</b>	<b>314,860</b>	<b>332,844</b>	<b>348,078</b>	<b>353,753</b>

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Human Resources</b>				
Health Insurance Contracts Managed	1,909	1,888	1,923	1,905
Opt Outs	70	70	71	69
Life Insurance Contracts Managed	977	992	985	981
Life Insurance Claims Processed	40	16	36	35
Vacancy Postings	31	49	38	40
New Hires	27	47	32	40
Promotions	6	3	5	7
Retirements	13	10	20	15
Resignations/Separations	5	17	18	17

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Human Resources</b>				
Managerial	1	1	1	1
Clerical	2.5	2.5	2.5	2.5
Professional/Technical	0	0	0	0
<b>Total</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>



## FY2019 Objectives

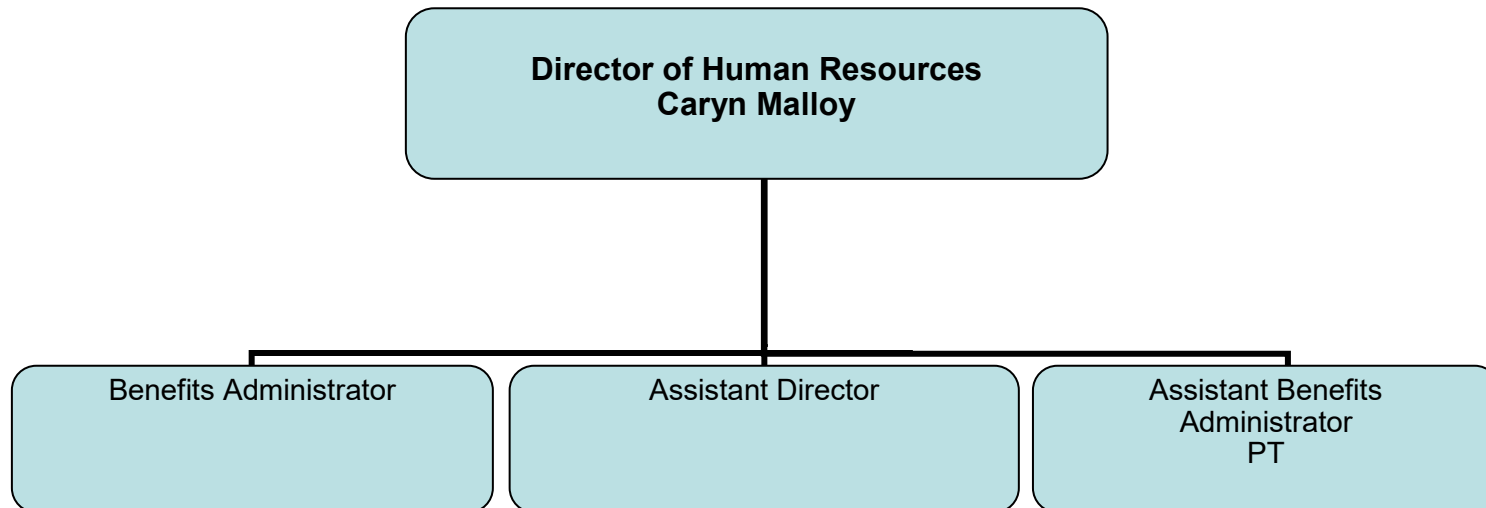
- Continue to seek new and creative ways to recruit and retain the very best employees to work in Arlington.
- Facilitate Department Head level diversity and inclusion training on unconscious bias in the hiring process and managing and hiring a diverse and inclusive workforce.
- Fully transition to digital management of all personnel actions and successfully support town personnel in the implementation of MUNIS payroll functions and other Human Resources functions.
- Effectively administer the GIC health insurance plans and ensure our employees and retirees feel properly supported in understanding their benefits, including understanding of the Health Reimbursement Account Program. Conduct regular and strict auditing of receipts for payment of health, life, and dental insurance.
- Expand content of the HR pages of the Town's website to improve communication and transparency both internally and externally.
- Further update filing systems and document procedures to ensure successful smooth operation of the office for current and future staff.
- Continue to partner with and support the Arlington Public Schools Human Resources Department to improve communications, operations, and ensure even application of employment policies.
- Implement and monitor changes to the myriad local, state and federal employment laws including but not limited to the Massachusetts Pay Equity Law and Massachusetts Pregnant Workers Fairness Act. Better communicate with employees and protect the Town from employment liability issues.
- Maintain good relations and continue to encourage productive communications with labor unions. Successfully bargain and integrate successor agreements into collective bargaining agreements and make them available on the Town's website.

## Major Accomplishments for 2017

- Partnered with Union and Retiree leadership to make an informed decision for the Town to continue to receive health insurance benefits through the Group Insurance Commission. The Town would have had

## Major Accomplishments (cont.)

- to notify the GIC by December 1, 2017 if it intended to withdraw from the GIC effective July 1, 2018. This decision commits the Town to the GIC for a minimum of another two fiscal years (FY19 and FY20).
- Successfully updated comprehensive Town and School Benchmark Compensation Survey and initiated successor bargaining discussions with town unions for agreements to commence July 1, 2018. The Town updated a salary study of 100 Town and 100 School positions in relationship to our comparable communities. The list of comparable communities (Belmont, Brookline, Medford, Melrose, Milton, Natick, Needham, North Andover, Reading, Stoneham, Watertown and Winchester) was developed in 2012 in partnership with Town, School and Union elected and appointed officials.
- Expanded the content available on the HR pages of the Town's website, including collective bargaining agreements, saving staff time and interruption and providing easy public access.
- Initiated the process of appropriately categorizing crucial HR documents to ensure successful smooth operation of the office for current and future staff. The department plans to expand cross-training of staff and strives for greater consistency in onboarding and exit procedures.
- Completed the update of the Town and Employee Handbook. The Handbook is easier to understand and more clearly categorizes employment laws and town policies such as the Town's Anti-Discrimination/Anti-Harassment Policy.
- Among the searches the Director facilitated over the course of the year were recruitments for Energy and Project Manager and Deputy and Assistant Directors of IT. These searches utilized assessment center style evaluations and talented professionals from across Town departments and from within the community. The result is the recruitment of three highly talented and well qualified individuals to these positions.
- Worked closely with Department Heads to successfully facilitate a number of labor relations issues, disciplinary matters, and workplace investigations.





### Program Description

The Comptroller's Office is responsible for the Town's books of accounts and financial records, verifying appropriations for all purchase orders, processing invoices for payment, approval of all payrolls and other warrants, balancing monthly appropriation reports, and other financial reporting as governed by Federal and State government agencies. The Comptroller serves as an ex-officio member of the Arlington Retirement Board.

The Comptroller is responsible for the coordination of the annual independent audit of the Town, and is also responsible for providing quarterly revenue and expenditure reports to the Board of Selectmen, Town Manager, Town Treasurer, and Chairman of the Finance Committee. Whenever applicable, the Comptroller shall make recommendations regarding the Town's financial condition.

The Comptroller's office continues to perform all duties in a timely and professional manner. The Comptroller's mission is to present a complete and accurate statement of the Town's financial condition. The Office of the Comptroller is the "watchdog" for Town spending, ensuring that all financial and accounting activities adhere to Town By-Laws and all applicable State and Federal laws.

### Budget Statement

The telephone system costs have been transferred to the IT department.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Comptroller</b>				
Personnel Services	363,412	363,579	328,326	328,326
Expenses	113,091	99,697	29,697	29,697
<b>Total</b>	<b>476,503</b>	<b>463,276</b>	<b>358,023</b>	<b>358,023</b>

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Comptroller</b>				
Managerial	1	1	1	1
Clerical	3.3	3.3	2	2
Professional/Technical	1	1	1	1
<b>Total</b>	<b>5.3</b>	<b>5.3</b>	<b>4</b>	<b>4</b>

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Comptroller</b>				
General Fund - Free Cash Certified	9,074,598	9,701,131	9,186,749	6,000,000
Water/Sewer Enterprise Fund- Retained Earnings certified	8,546,621	7,188,427	7,299,339	5,000,000
Youth Services Enterprise Fund- Retained Earnings certified	23,056	37,349	44,349	30,000
COA Transportation Enterprise Fund- Retained Earnings certified	63,211	80,209	50,658	50,000
Rink- Retained Earnings certified	77,154	78,839	357,573	175,000
Recreation- Retained Earnings certified	205,874	381,219	446,480	200,000
Accounts Payable batches	819	780	1,552	1,300

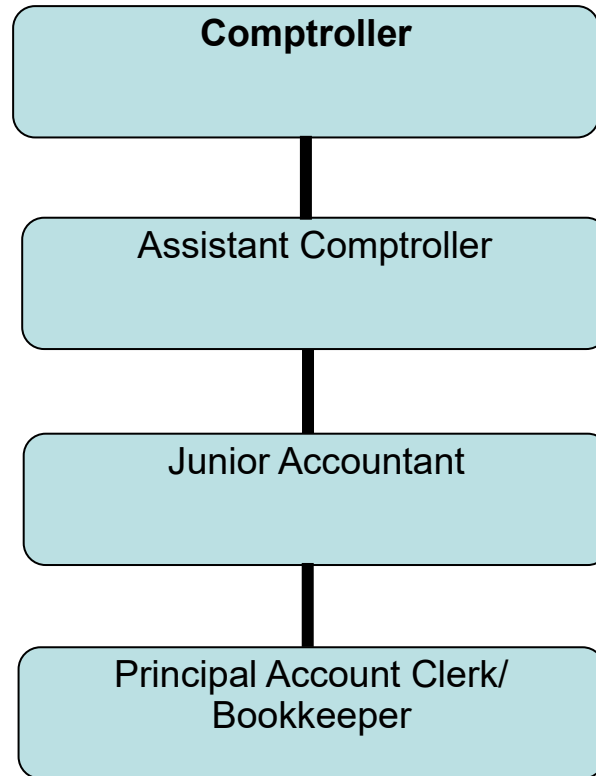


## Major Accomplishments for 2017

- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the Town of Arlington's Comprehensive Annual Financial Report (CAFR) for the Fiscal Year Ending June 30, 2016.
- Closed books on FY2017 and completed and enhanced the Town's independent audit in accordance with the GFOA's Certificate of Achievement of Excellence in Financial Reporting (CAFR) to show that the Town and the Comptroller's office will, for the 2nd year, go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial statements and reports that evidence of the spirit of transparency and full disclosure.
- Coordinated review of Arlington High School's FY2016 student activity fund with Roselli and Clark, CPA, who issued a report on applying agreed-upon procedures in relation to the student activity accounts guidelines for Massachusetts school districts for the School Committee and the Board of Selectmen.
- Assisted in the implementation of new Treasury MUNIS modules as well as the overall upgrade from MUNIS 9.4 to MUNIS 11.2, which has provided the Town efficiencies and strong internal controls as to how the Town handles its cash, accounts receivable, and motor vehicle excise taxes.
- Overhauled payroll warrant process by requiring all departments to sign off on weekly payroll proofs, and created procedures for reconciling signed payroll proofs to final payroll warrant, ensuring proper accounting for compensated absences, overtime, and all personal actions that affect payroll.
- Implemented accounting procedures for the newly adopted Community Preservation Act and assisted in creating policies and procedures as to how approved projects will be administered between the Comptroller's office and the Community Preservation Committee.
- Reviewed and reconciled all balances with Town Manager's office to ensure all actions of the Community Preservation Committee are recorded and accounted for as voted.

## FY19 Objectives

- Work with Treasurer's office to implement MUNIS Parking and Utility Billing modules and synergize these operations between the Treasurer's and Comptroller's office.
- Decentralize Accounts Payable process allowing departments to enter their own invoices into the MUNIS system to eliminate manual processes and to streamline financial operations of the Town.
- Continue to assist in the creation of MUNIS work-flow in the MUNIS financial system to ensure proper controls are in place. Assist in the automation the processing of personnel action forms using the same work-flow and business rules strategies in order to create efficiencies and eliminate manual processes that are currently used for personnel actions for all new and existing employees.
- Continue to assist the School Committee, Superintendent, and School CFO to establish policies and implement corrective action plans for findings from the FY2016 report on applying agreed-upon procedures in relation to the student activity account guidelines for Massachusetts school districts.
- Perform departmental audits as deemed necessary to help identify, assess, and evaluate internal controls of Town Departments.
- Professionalize governmental financial operations wherever possible.





### Program Description

The Office of Treasurer & Collector of Taxes is responsible for the management, collection, and custodianship of all funds and receipts belonging to the Town of Arlington. Under state law the Office of the Treasurer and Collector of Taxes is responsible for all Treasury, Collector, and Payroll operations. In addition, Town bylaws have assigned postal operations to the Treasurer's office. The Payroll Division, through a Memorandum of Agreement established in 2002, reports to the Superintendent of Schools. The Treasurer also serves as Parking Clerk.

The Town Treasurer and Collector of Taxes is responsible for directing, managing, collecting and fulfilling all billing of Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, Water & Sewer utility billing, parking violations, and the complete collection and processing for these billings; receiving all monies from Town and School departments, securing and depositing Town monies, and in accordance with Massachusetts General Laws, for managing, planning, and directing the Town's financial policies relating to cash management, investment management, and debt management. The Treasurer performs his fiduciary responsibility by developing investment and borrowing strategies based on financial best practices, consulting with financial advisors and investment institutions, and participating in government finance officer's seminars and conferences.

### Budget Statement

The Treasurer's Office continues to scrutinize its current budget for any potential savings, while being mindful of the critical importance to maintain resources sufficient to collect, invest and/or process FY2019 revenues.

#### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Treasurer</b>				
Personnel Services	636,248	633,401	612,876	612,876
Expenses	147,441	159,063	165,063	165,063
<b>Total</b>	<b>783,689</b>	<b>792,464</b>	<b>777,939</b>	<b>777,939</b>

### FY2019 Objectives

- Complete conversion from ICS to MUNIS for our Water/Sewer collection systems.
- Absorb the ACH fee for constituents making online payments to increase utilization of online payments.
- Convert Parking and Water/Sewer payments from MCC/Official Payments to InvoiceCloud.
- Continue to increase our investment income.
- Continue to work with our partners to ensure we are receiving best rates possible.
- Increase functionality to enable payment by phone and payment by text for all tax types.





### Major Accomplishments for 2017

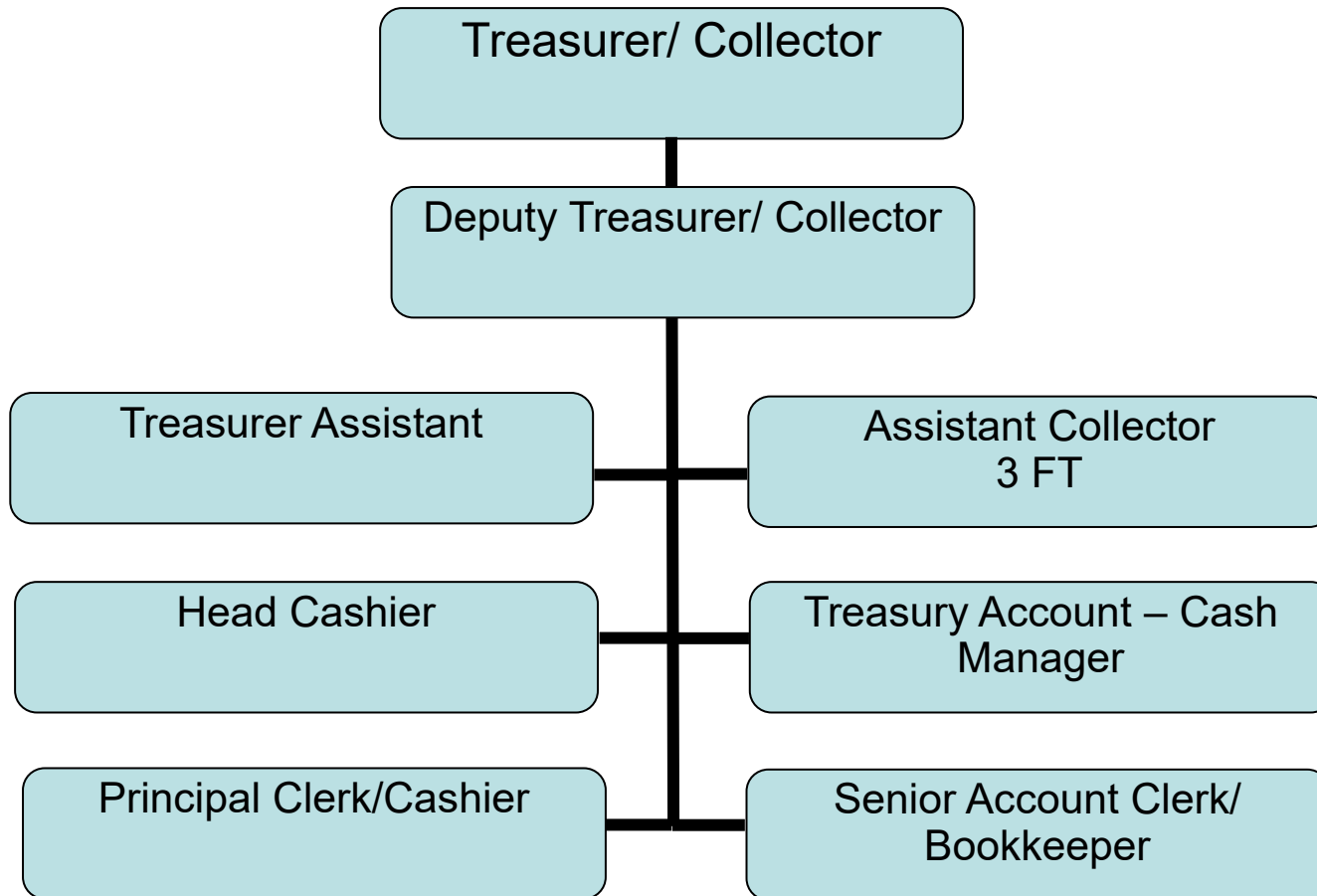
- Worked with IT, Comptroller, and the Assessor's Office to fully complete the conversion from ICS, our In-house collection software from 1980 to Munis for Real Estate, Personal Property, Tax Title, Tax Deferral, Cash Management, and Motor Vehicle Excise.
- Converted our online payment application for Real Estate, Personal Property, Motor Vehicle Excise and donations from MCC/Official Payments to InvoiceCloud, allowing customers to take advantage of autopay and scheduled payments.
- Set up InvoiceCloud for various departments' online payments and began taking online payments for Municipal Lien Certificates.
- Implemented a paperless billing option for Real Estate and Personal Property.
- Began and completed the conversion from ICS to Munis for Parking.
- Worked with our vendors, primarily Century Bank, to maintain or reduce fees across the board.
- Increased investment income from \$41,000 in FY16 to \$329,266 in FY17.
- Implemented Payment Entry Town wide, eliminating the need for 910 forms which reduces the opportunity for inaccurate entries.
- Attained a top rating of Triple-A (AAA) from Standard & Poor's rating agency in FY18.
- Town Audit found Treasurer's operation in full compliance for FY2017
- Continued to manage Town of Arlington's relationship with Investment Advisor. Trust Funds 5-Year average is 9.06% net.
- Managed the successful borrowing of \$35,780,000.
- Administered the Arlington Citizens Scholarship Foundation, which provides financial assistance to Arlington residents attending higher education. Awarding 99 scholarships, totaling \$150,750 in June 2017.
- Installed a third cashier window to increase customer service.
- Formed an Investment Advisory Committee to review Town's Investment Policy and Practices.

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Treasurer</b>				
Managerial	1	1	1	1
Clerical	7	8	8	8
Professional/Technical	2	1	1	1
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Treasurer &amp; Collector</b>				
Real Estate Bills Processed	61,128	61,749	61,094	61,216
Motor Excise Bills Processed	35,912	35,335	36,767	37,120
Water Sewer Bills Processed	50,068	50,060	50,309	50,182
Delinquent Notices - Combined	20,062	18,815	20,059	21,160
<b>Total Bills Issued:</b>	<b>167,170</b>	<b>165,959</b>	<b>168,229</b>	<b>169,678</b>
Liens from Water / Sewer delinquency (less than 1.75% of total commitment)	\$ 223,348	\$ 200,872	\$ 220,873	\$ 216,348
Municipal Lien Certificates processed	1,244	1,270	996	1,105
Municipal Lien Certificate revenue	\$ 62,200	\$ 63,540	\$ 49,805	\$ 55,250
Deputy Tax Collection revenue	\$ 56,936	\$ 62,161	\$ 43,163	\$ 51,000
<b>Total Various Liens / Collections:</b>	<b>\$ 342,484</b>	<b>\$ 326,573</b>	<b>\$ 313,841</b>	<b>\$ 322,598</b>





## Program Description

The Postal Operation is a division of the Office of the Treasurer and Collector of Taxes. The postal operation is responsible for the collection and mailing of all Town and School mail at the lowest possible postage rates. The following details the responsibilities of postal operations:

- Manage daily operations of Town and School outgoing mail.
- Schedule, distribute, process and mail all Motor Excise, Real Estate, Water, and Parking bills.
- Process special mailings for other departments.
- Schedule and process bulk mailings.
- Operate and maintain major mailing equipment: processing machines, folding machine, and postage machine.
- Interpret and comply with postal regulations.
- Provide consultation and advice on mail design and costs to departments.

## Budget Statement

The retooling of operating procedures that the U.S. Postal Service is experiencing is expected to create a significant impact in the cost to the Town, as well as how the Town's postal division processes all outgoing mail. The Treasurer continues to monitor and effectuate the latest changes from the U.S. Postal Service to determine the impact on the 2018 - 2019 postal budget. Postage rates have remained constant since the rate increase in 2015 to \$.49 per 1<sup>st</sup> class stamp. All mailing is evaluated to determine lowest rate.

## FY2019 Objectives

- Implement paperless billing for all Water and Sewer bills to increase customer satisfaction and reduce postage expenses.
- Work with HR, Payroll, IT, and Town Manager to reduce number of Town and School mailings.

## Major Accomplishments for 2017

- Implemented paperless billing for all quarterly Real Estate bills to increase customer satisfaction and reduce postage expenses.
- Processed and mailed 274,717 total pieces of Town and School mail
- Mail processed at the lowest possible postage rate. All Tax and Utility billing done at lowest possible 1<sup>st</sup> Class Bulk Mail Rate, \$.40 per piece.
- Reduced delinquent notices being sent by increased collection efforts and targeted reminder notices.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Postage</b>				
Personnel Services	30,626	31,245	31,245	31,245
Expenses	181,842	179,583	179,583	179,583
<b>Total</b>	<b>212,468</b>	<b>210,828</b>	<b>210,828</b>	<b>210,828</b>

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Postage</b>				
Managerial	0	0	0	0
Clerical	0.66	0.66	0.66	0.66
Professional/Technical	0	0	0	0
<b>Total</b>	<b>0.66</b>	<b>0.66</b>	<b>0.66</b>	<b>0.66</b>

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Postage</b>				
Bills Mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	167,170	146,801	148,170	150,000
Other Town Mailings	74,569	78,282	91,627	95,000
Other School Mailings	51,718	57,560	34,920	41,000
<b>Total</b>	<b>293,457</b>	<b>282,643</b>	<b>274,717</b>	<b>286,000</b>



Treasurer

Deputy Treasurer

Output Media Handler



## Program Description

The Assessor's Office values all real estate (residential, commercial, and industrial) and personal property in the Town of Arlington for the purpose of "ad valorem" taxation. This process involves discovering, listing, and valuing over 14,000 residential properties, which includes single-family homes, multi-family homes, condominiums, and apartment buildings. There are over 400 commercial and industrial properties and over 350 personal property accounts, which must be reviewed on an annual basis. The office also receives over 35,000 motor vehicles excise records from the Registry of Motor Vehicles, which must be processed and committed to the Tax Collector.

In addition, the functions of the Assessing Office include updating tax map information in regard to property sales and subdivisions; tracking the yearly additions in value triggered by the building permit process and computation of "new growth"; monitoring and recording all changes in property ownership through information received from the Registry of Deeds; inspecting in a timely manner all properties sold in Arlington; receiving and processing with the Board of Assessors all real estate and personal property abatement applications and exemptions within statutory timelines; conducting taxpayer scheduled abatement hearings; representing the Town of Arlington at the Appellate Tax Board; assisting realtors, appraisers and taxpayers seeking information on Arlington's 15,000+ Real and Personal property accounts; and supplying the Board of Selectman with all the information required in the setting of the tax rate at the annual classification hearing. This office also provides quality service to all customers in the performance of the above described duties.

## Budget Statement

The Board of Assessor's budget for FY2019 will be a level service budget.

## FY2019 Objectives

- Collaborate with the Planning Department on a build out analysis to project a tax base analysis of anticipated mixed use development.
- Successful completion of the cyclical data collection program.
- Plan and secure funding for the FY20 town wide revaluation program.
- Maintain fair and equitable and consistent assessing practices for all properties.
- Ensure the accuracy of all assessments for real and personal property accounts.
- Provide public access to property records and information that will be helpful to taxpayers.
- Continue to improve all functions of the Assessor's Office to serve the taxpayers more efficiently.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Assessors</b>				
Personnel Services	271,131	281,059	287,053	289,146
Expenses	29,649	32,648	32,648	32,648
<b>Total</b>	300,780	313,707	319,701	321,794

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Assessors</b>				
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
<b>Total</b>	4	4	4	4

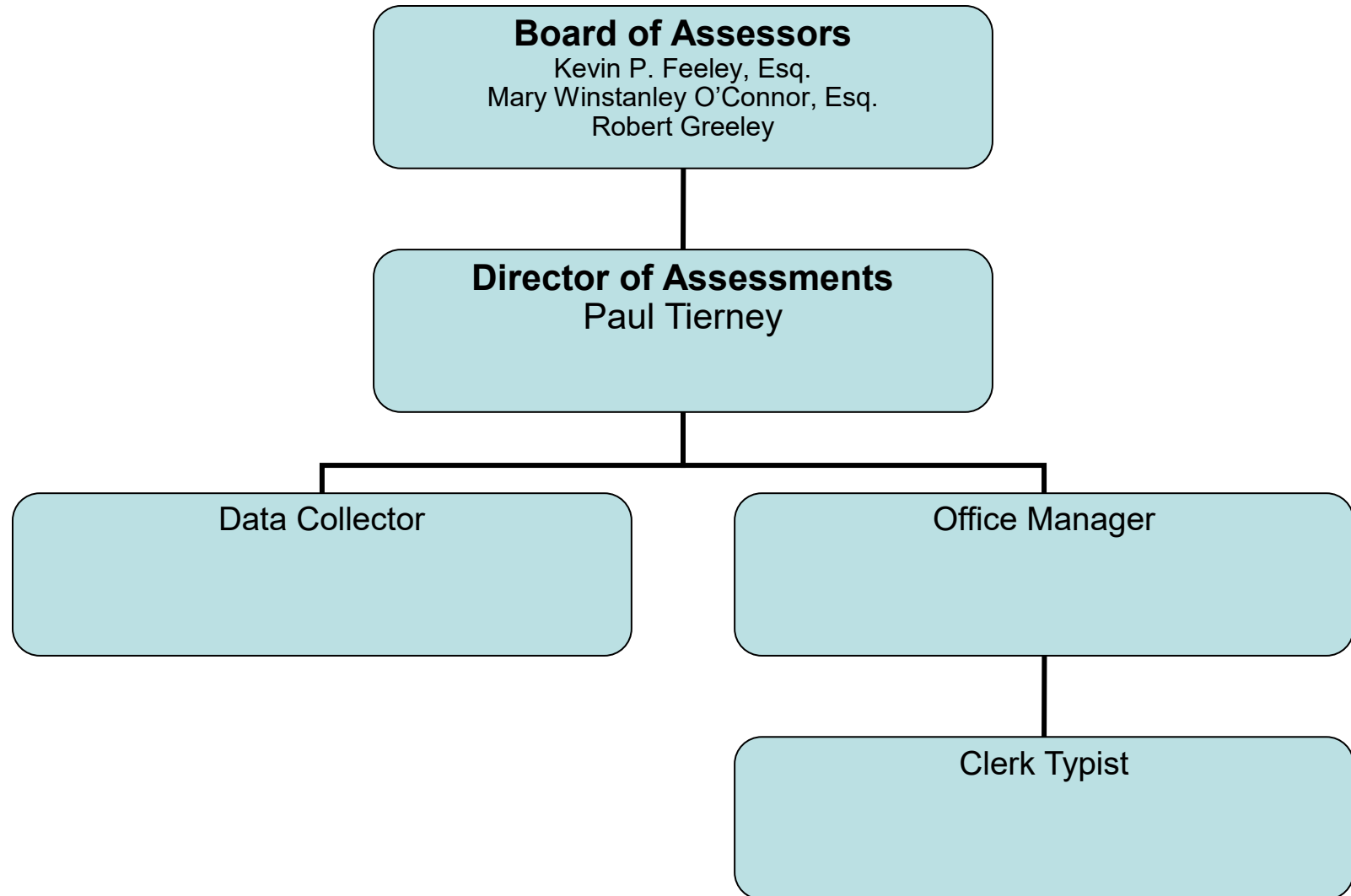


### Major Accomplishments for 2017

- Commenced Department of Revenue mandated cyclical Data Collection program. The collection and maintenance of current and accurate property inventory data is a critical element in the development of fair, uniform market values.
- Collaborated with the Treasurer's office to implement new financial collection software, including new online payment system.
- Updated Assessor's webpage to include a frequently asked questions link.
- Provided all calendar year 2015 real estate sales for FY17 real estate values on the Assessor's webpage.
- Successfully partnered with the Board of Selectmen, Town Manager, and Health and Human Services to launch the Senior Work Off program to provide tax relief.
- Timely committed all bills for real estate, personal property, and motor vehicle excise tax to the Tax Collector.
- Continued to work interdepartmentally in a cost effective and efficient manner.
- Timely processing of all exemptions and abatements.

### Performance / Workload Indicators

Assessor	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Real Estate Bills processed	15,193	15,341	14,959	15,000
Motor Vehicle bills processed	44,000	44,000	35,400	40,000
Personal Property bills processed	363	414	374	360
Real Estate and Personal Property Abatements	75	140	100	90
Motor Vehicle Excise abatements	1,835	1,820	1,810	1,800
Citizen Inquiries	8,500	8,700	8,700	8,500





### Program Description

The integrated Town and School Information Technology Department was created by the 2007 Town Meeting. The changes in the Town bylaw provided that the functions of the Department fell into three broad categories:

1. Town and School desktop and server hardware, networking, telecommunications, and software infrastructure support;
2. Town and School administrative applications, implementation, training, and support; and
3. School Academic applications implementation, training, and support.

The first two functions are under the management of the Town Manager and are supported in this budget item. The third function is under the School Superintendent and is supported in the school budget. The Information Technology Department is responsible for assessing, purchasing, supporting, implementing, and maintaining over 2,000 desktop computers, 4,000 tablets, 500 laptops, over 300 printers, 20 servers, 300 projectors, Town wired network infrastructure and School wired and wireless network infrastructure (including 525 wireless access points and 100 network routing and switching devices), electronic communication systems, Geographic Information System, the MUNIS financial software system, PowerSchool (student information system), electronic security systems, online student registration system, integrated collection system, automated meter reading system, teacher evaluation system, attendance system, Patriot Assessors system, and numerous Town and School Web sites.

### Budget Statement

The operating budget increased because the telephone system's budget has been transferred from the Comptroller's Department to the Information Technology Department. The expense budget additionally increased by \$17,500 to pay for Munis software support, as the department makes use of new modules.

#### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Information Technology</b>				
Managerial	1	1	1	1
Clerical	1	1	2.3	2.3
Professional/Technical	5.3	5.6	5	5
<b>Total</b>	<b>7.3</b>	<b>7.6</b>	<b>8.3</b>	<b>8.3</b>

### FY2019 Objectives

- Perform School Network Security Audit in order to upgrade the system.
- Create School Social Media Policy.
- Issue VOIP RFP, Choose Vendor, and begin implementation.
- Complete Implementation of MUNIS Tax Collection's System as well as MUNIS Employee Self Service.
- Move instructional technologies and IT Infrastructure into newly renovated Gibbs School.
- Investigate, choose and implement new Enterprise Wide Messaging System (e-mail).
- Complete Feasibility Study for AHS Building Project and finish design of IT infrastructure.





### Major Accomplishments 2017

- Replaced Town and School Spam, Malware, and Virus Protections.
- Implemented new procedures to reduce paper processing. Workflows for requisitions, purchase orders, payment entry, and invoice processing eliminated duplications of efforts between departments entering information, reduced the amount of paper transferred between departments, and expedited the entry of receivables and payables into MUNIS, all while maintaining proper controls.
- Implemented a MUNIS cashiering product, Tyler Cashiering, which allows the Treasurer's office to quickly retrieve resident tax account information, process payments, scan checks, and print receipts.
- Accounts Receivable (AR) Processing – a new schema for AR accounting was created in MUNIS allowing the decentralization of accounts receivable entries. Previously, the receivable process was largely manual and included several duplications of effort whereby individual departments manually created deposit forms, the information on which was entered by the Treasurer into a customized tracking system, ICS, and then entered into MUNIS by the Comptroller. Now deposit entry is done at the department level, with workflow approvals by the Treasurer and Comptroller, providing proper controls without the duplication of effort.
- Online application development for department requests: Public Records Requests, Vacant Storefront Registrations, and APS Student Flu Vaccine Registrations.
- Developed workflows and implemented digital meeting management using Novus Agenda for the Arlington Redevelopment Board, for the Planning Department and Town Meeting, for Town Manager's Office.
- Replaced Open Checkbook.
- Migrated Point of Sale system from RecTrac to MyRec for Recreation Department and the Rink and in conjunction with WiFi initiative at the Arlington Reservoir.
- Increased the size of the two School Internet Circuits from 500mb to 1Gig each.
- Relocated telephone infrastructure along with iPad, Chromebook carts, and all teacher and administrative laptops, Apple TV's, and printers from the modular classrooms and into the newly renovated Stratton classrooms for September opening of school.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Information Technology</b>				
Personnel Services	650,210	685,202	665,111	673,392
Expenses	202,462	318,153	433,775	433,775
<b>Total</b>	<b>852,672</b>	<b>1,003,355</b>	<b>1,098,886</b>	<b>1,107,167</b>

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Information Technology</b>				
Computer Upgrades	73	70	50	65
Printer Upgrades	14	15	12	14
Server Upgrades	3	2	9	4

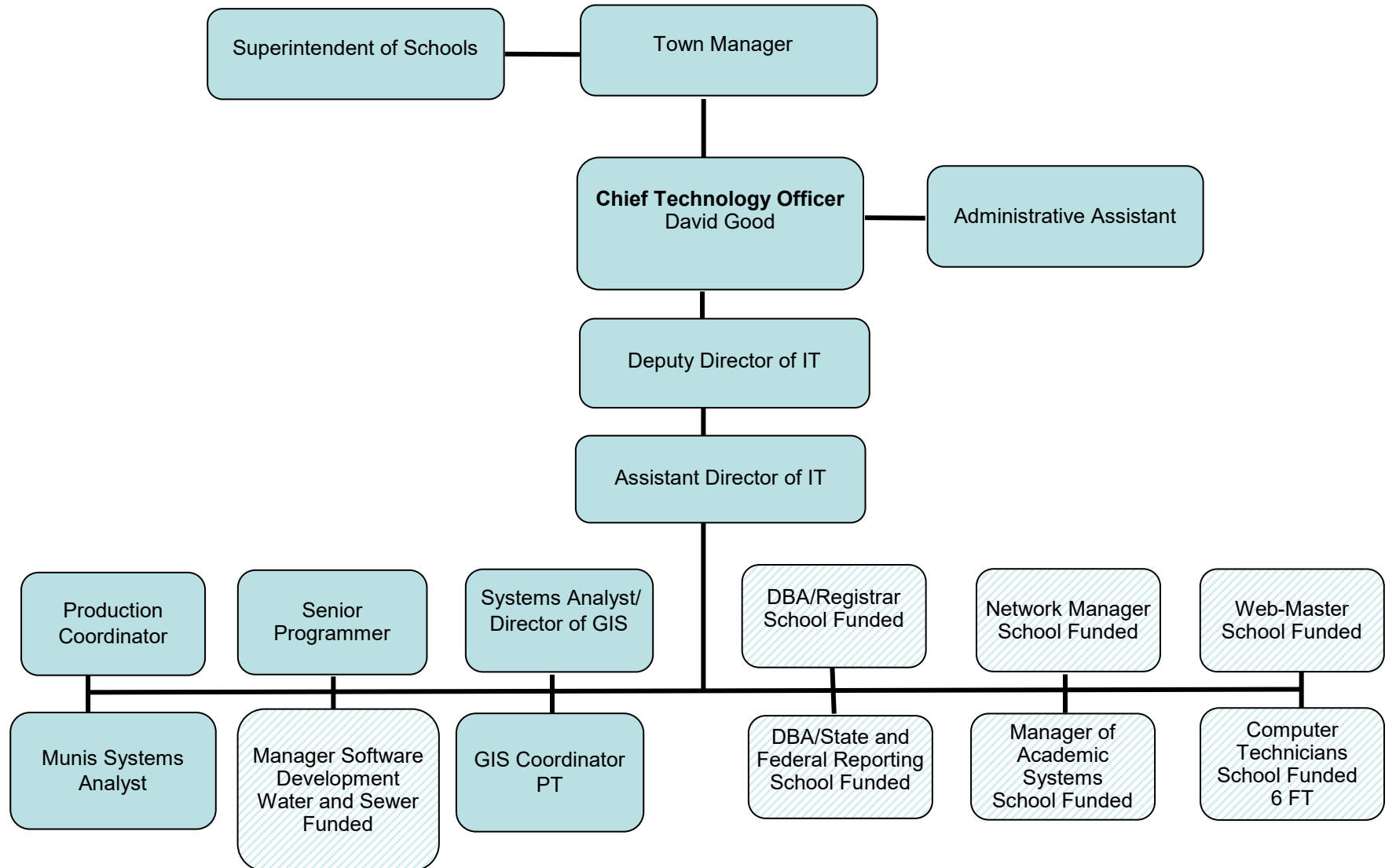
### Major Accomplishments 2017 (cont.)

- Installed two portable video security cameras at AHS.
- Moved classroom technology infrastructure (Wireless, Apple TV's, iPads and Carts from Thompson temporary classrooms into the newly constructed Thompson Classrooms.
- Built data and voice infrastructure for the relocated AHS MillBrook program.
- Tested and implemented "Follow Me" printing system to enable teachers and school administrators to print documents anywhere in the district with the use of a secure card access module for 47 Ricoh fax, printer and scanner devices throughout the Arlington Public School System.
- Provided infrastructure, audio visual and technical support of Town Meeting and Special Town Meeting that enables the integration of presentation material, electronic voting, cable television, and wireless coverage.
- Continued to add multiple building Energy Management Systems to network infrastructure.
- Implemented School Interoperability Framework for all State Reporting, SIMS, SCS, EPIMS, and SSDR.
- Implemented Standard Based Report Cards for the elementary schools.



### Major Accomplishments 2017, *(cont.)*

- MCAS electronic testing be this year for grade 4 at five elementary schools, grades 3, 4, 5 at two elementary schools and the entire Ottoson middle school (6, 7, 8). Electronic MCAS and ELL testing will increase to all Elementary grades next year.
- Setup pilot for science (STE) electronic testing grade 8 and 5 (Brackett).
- Managed logistical movement and supported network wiring drops needed for Ottoson front office re-design.
- Rolling out new cloud hosted Town Helpdesk tool.
- Integrated a number of new billing applications with new electronic payments provider, Invoice Cloud.





### Program Description

The Legal Department commences, prosecutes, and defends all legal actions and other matters on behalf of the Town in all state and federal courts and administrative agencies. The Department functions as a full-service law office handling nearly all of the Town's litigation in-house. In addition to its litigation function, the Department furnishes legal opinions and advice on a daily basis on matters referred to it by the Board of Selectmen, the Town Manager, the School Department, and the various Town Department Heads. Additionally, the Department provides legal advice to all Town officials, boards, committees, and employees concerning their legal responsibilities and prerogatives, attends meetings, and counsels Town departments on legal issues related to operational and project-related matters as they arise. The Department investigates all claims, advises and monitors Town regulatory compliance, and coordinates all legal affairs of local government. The Department also administers, manages, and litigates the entire Town's workers' compensation, police and fire line-of-duty, and municipal liability self-insurance programs.

The Department drafts, reviews, and approves a wide range of legal instruments including agreements, applications, contracts, licenses, releases, leases, easements, deeds, and a multitude of other documents required for the orderly accomplishment of the Town's increasingly complex municipal legal issues.

The Department will continue to handle as many legal matters in-house as is professionally responsible in an attempt to contain outside counsel costs. Historically, during state and national fiscal downturns, claims against municipalities tend to increase. The various Town departments have, and will continue to be, counseled in claims avoidance practices and procedures. The Department has updated its claim management system in order to more efficiently and effectively process liability and workers compensation claims, which has helped to contain costs and expenses. The enhanced network pharmacy program has continued to be both cost effective and beneficial to injured Town employees. The Department will continue its efforts to explore opportunities to mitigate injury risk potential and resulting claim exposure.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Legal</b>				
Personnel Services	455,392	462,242	468,548	473,077
Expenses	188,385	135,002	135,002	135,002
<b>Total</b>	<b>643,777</b>	<b>597,244</b>	<b>603,550</b>	<b>608,079</b>

### Budget Statement

This is a level services budget.

### Major Accomplishments for 2017

- Appeared regularly in the courts and administrative bodies of the Commonwealth in the prosecution and/or defense of the Town, including garnering dispositive motions in favor of the Town, successful hearings, and favorable resolutions of matters which limited Town liability.
- Developed processes and prosecuted local administrative matters on behalf of the Town boards and bodies to promote public health and safety in Arlington.
- Investigated and defended thirty-one open M.G.L. Chapter 84 claims (injuries or property damage as a result of a claimed defect in a public way) pending against the Town.
- Investigated and defended forty-three open M.G.L. Chapter 258 claims (Massachusetts Tort Claims Act) pending against the Town.
- Represented the Town in contract and non-Chapter 84/258 claims and disputes involving the Town, including successful defense, avoidance of litigation, or resolution, and co-operative efforts with other municipalities to assert the Town's rights.

**Major Accomplishments for 2017 (cont.)**

- Successfully litigated and concluded several workers' compensation claims. This resulted in a significant savings to the Town. Effectively implemented a new point of first medical contact for injured employees resulting in the provision of quality medical care in a more convenient and timely manner.
- Pursuant to M.G. L. Chapter 41 §§100 & 111F, subrogation claims were filed against third parties deemed to be responsible for injuries to our uniformed personnel. Monetary recovery on these claims has been returned to the General Fund.
- Prepared warrant articles, reports, bylaw amendments, proposals and position options and other documents for Annual Town Meeting and two Special Town Meetings, including advising Departments and committees with respect to Municipal Modernization Act provisions, evolving recreational and medical marijuana issues, and the new Public Records laws. Appeared at all sessions to advise Town Meeting.
- Supported Town departments with contract drafting, negotiations, review, revisions and research and recording of real property instruments, including closing out Community Safety Building project, the disposition of Town real estate interests, and drafting grant agreements, memorandum of understanding or agreement.

**FY2019 Objectives**

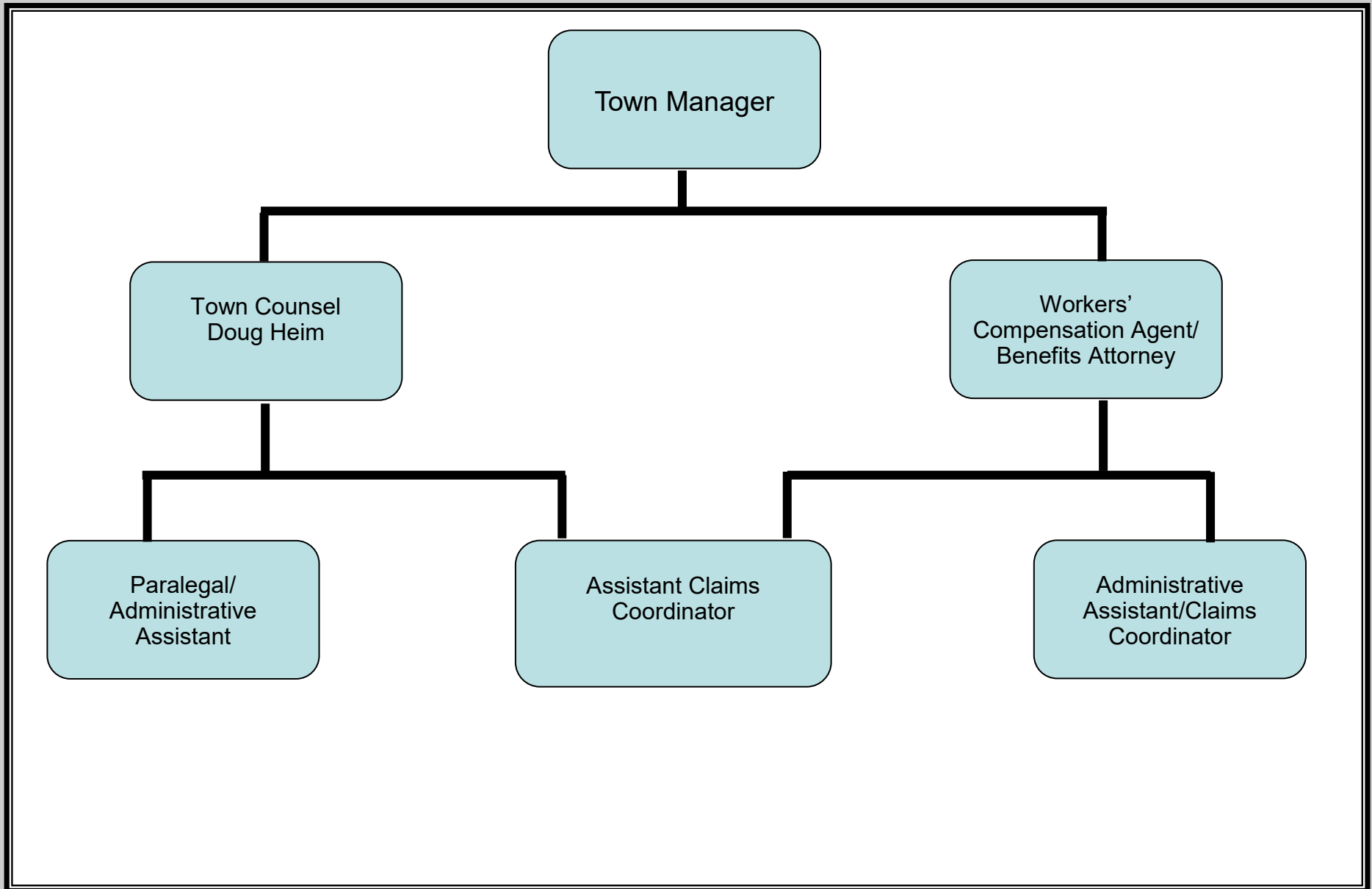
- Defend and pursue the Town's interests in active and potential litigation matters, including following the directives of Town Boards and Commissions to assert the Town's rights and policies regarding land use and development.
- Work with Town Departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- Develop and promulgate requested legal and policy positions in a variety of substantive areas, including assisting various stakeholders in evaluating future policies for land use, zoning, and emerging issues.
- Foster increased collaboration with other municipalities and State offices to best leverage the Town's legal positions.

**Performance / Workload Indicators**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimate
<b>Legal/Worker's Compensation</b>				
MGL Chapter 84 Claims:				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total	50	30	31	42
Claims closed	13	9	9	10
New claims	8	17	9	15
MGL Chapter 258 Claims:				
<i>Massachusetts Tort Claims Act</i>				
Total	50	46	43	43
Claims Closed	14	14	18	18
New claims	21	13	16	15
Fire - Injured on Duty Claims	27	33	12	20
Police - Injured on Duty Claims	5	10	9	15

**STAFFING**

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Legal</b>				
Managerial	2	2	2	2
Clerical	1.5	1.5	1.5	1.5
Professional/Technical	1	1	1	1
<b>Total</b>	4.5	4.5	4.5	4.5





### Program Description

The Town Clerk's Office ensures accurate compliance with constantly changing State Laws relative to the Town Clerk and Registrars of Voters and provides efficient and courteous service to the general public. The Department's primary responsibilities are the following:

- Conduct all elections in conformance with federal and state laws and regulations, prepare the ballot for local elections, certify and report results, and administer campaign finance laws for local elections.
- Record, file, index, and certify all documents, licenses, permits, and vital statistics (births, deaths, and marriages).
- Serve as Clerk to Town Meeting, take attendance, certify votes, submit bylaw articles to the Attorney General for approval, and publish and codify the Town's Zoning and General Bylaws.
- Conduct an annual listing of all residents/voters, maintain the State's Central Voter Registry, and publish the Annual Street List.
- License dogs, storage of flammable materials, and raffles.
- Maintain a high level of customer service providing general information to both the public and other Town departments.
- Swear in newly elected officials, police officers, and appointed/reappointed committee members.
- Certify nomination papers, petition forms, residency, voter certificates, welcome home bonus certificates, and warrant articles.

### Budget Statement

As in the past years, the Town Clerk's Office and the Registrar's have requested a level funded operating budgets for Fiscal Year 2019. It has not increased prices for several years and hopes to be able to continue to do so for the public.

The Town Clerk's Office will always maintain the quality of service to the residents of Arlington.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Town Clerk</b>				
Personnel Services	243,462	248,466	237,859	239,715
Expenses	30,667	28,860	28,860	28,860
<b>Total</b>	<b>274,129</b>	<b>277,326</b>	<b>266,719</b>	<b>268,575</b>

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Town Clerk</b>				
Managerial	1	1	1	1
Clerical	2.23	2.23	2	2
Professional/Technical	1	1	1	1
<b>Total</b>	<b>4.23</b>	<b>4.23</b>	<b>4</b>	<b>4</b>

### FY2019 Objectives

- Have the ability to use credit cards in the near future.
- Preserve vital records via scanning.



### Major Accomplishments for 2017

- Submitted all bylaw amendments voted at town meeting to the Attorney General's Office for approval.
- Completed bond certification documents to be filed by the Treasurer's Office and submitted loan authorization materials to the Department of Revenue.
- Sent electronic documents to those Town Meeting Members that signed up for them.
- Emailed ballots to voters living overseas.

### Elections

- Annual Town Election– April 1, 2017
- Annual Town Meeting– April 24, 2017
- Special Town Meeting– April 26, 2017
- Special Election (Minuteman)- June 14, 2016

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Town Clerk</b>				
Marriage Licenses	196	198	183	200
Death Certificates	353	384	377	400
Birth Certificates	606	577	519	550
Dog Licenses	2,200	2,258	2,277	2,300
Town Meeting Sessions	5	5	5	5
Special Town Meeting Sessions	1	1	1	1
Registered Voters	30,846	30,225	32,291	33,000
Fees Generated	\$105,428	\$106,000	\$91,266	\$ 110,000

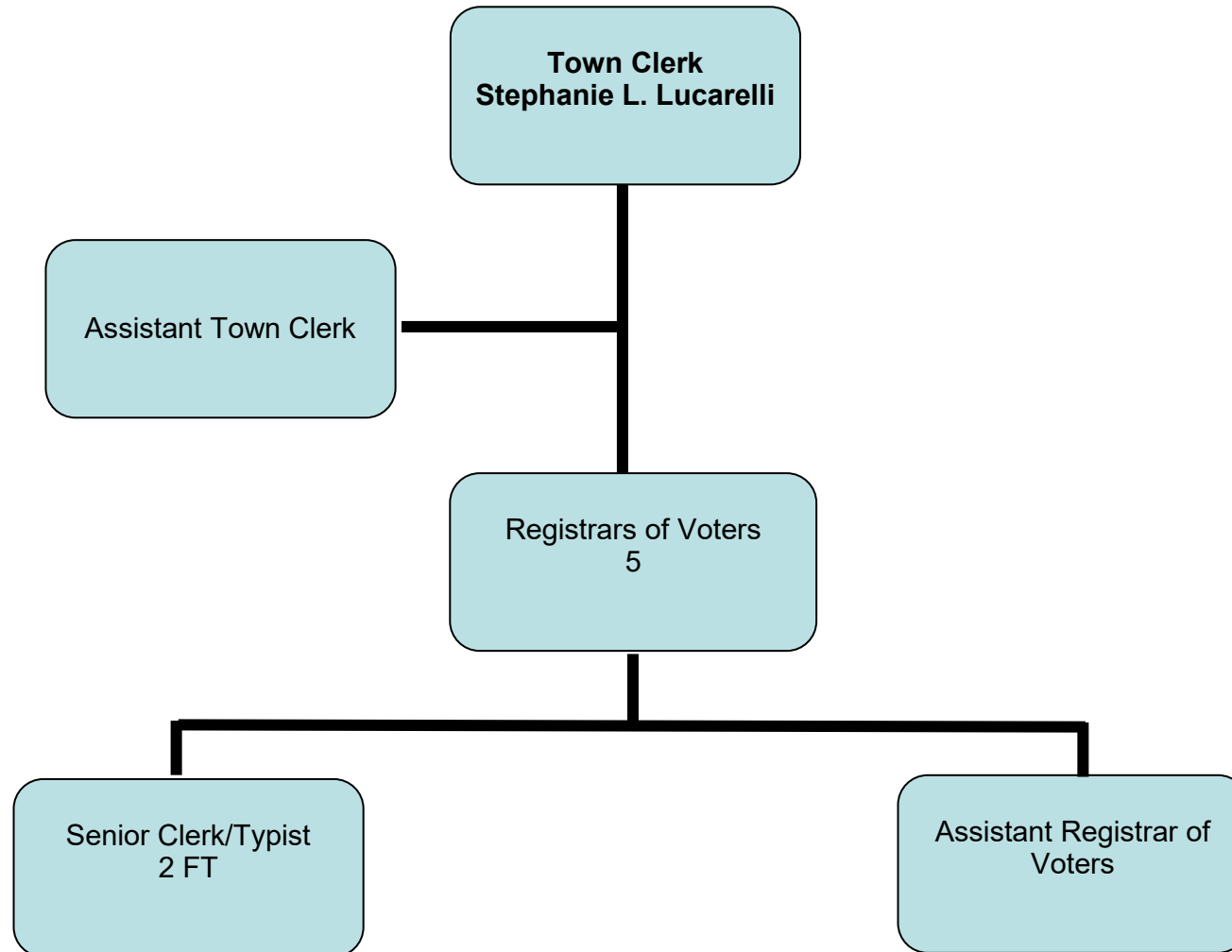
### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Board of Registrars</b>				
Personnel Services	52,881	55,316	55,315	55,615
Expenses	7,422	13,550	13,550	13,550
<b>Total</b>	60,303	68,866	68,865	69,165

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Board of Registrars</b>				
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
<b>Total</b>	1	1	1	1







### Program Description

The Treasurer, as the Parking Clerk appointed by the Board of Selectmen, manages the collection of parking fines and issues parking permits and:

- Collects payments for parking violations issued by the Police Department.
- Collects, processes, and reconciles all monies received from parking meters.
- Bills delinquent parking violations.
- Resolves parking violation appeals through a hearing process.
- Marks and clears delinquent parking tickets with the Registry of Motor Vehicles.
- Manages the operation of parking machines/kiosks in Town, with maintenance support from DPW/Maintenance.
- Manages, administers and processes all parking permits and the special permits program.

### Budget Statement

The Treasurer participates in the Parking Implementation and Governance Committee (PIGC), working with the Town Manager to implement new parking strategies within the Town, including the municipal parking lots, and new single-space meters along Massachusetts Avenue.

### Major Accomplishments for 2017

- Oversaw installation and collections of new multispace parking meter in the library lot.
- Begin implementation of new collection and billing software, Munis, converting from ICS, our proprietary software that has been in use since 1980.
- Implemented a fixed parking ticket appeal time coinciding with Board of Selectmen meetings .
- Update Town website to include additional Parking information.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Parking</b>				
Personnel Services	83,686	91,695	70,551	70,551
Expenses	41,928	41,080	41,080	52,380
<b>Total</b>	<b>125,614</b>	<b>132,775</b>	<b>111,631</b>	<b>122,931</b>

### STAFFING

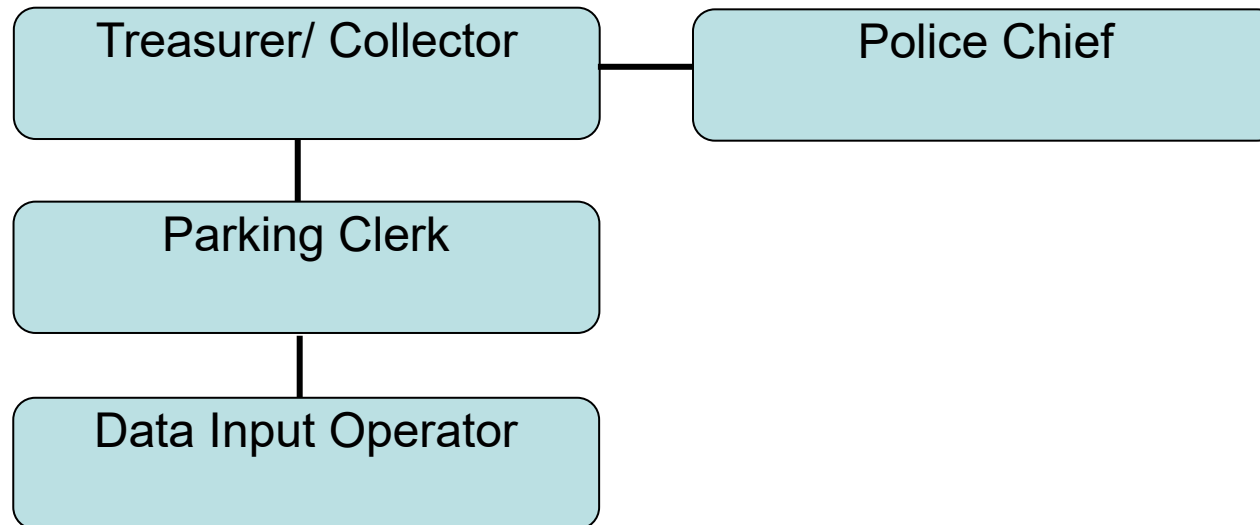
	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Parking</b>				
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

### FY2019 Objectives

- Work to reduce costs associated with collecting coins from both the single space and multispace parking meters.
- Work with the Parking Implementation and Governance Committee to implement projects associated with the Parking Benefits District.
- Clearly define and implement parking regulations for Municipal employees .
- Complete MUNIS Parking module implementation.

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimates
<b>Parking</b>				
Number of tickets issued	12,196	12,743	18,037	19,000
Revenue	\$ 366,273	\$ 327,310	\$ 387,443	\$ 400,000
Meters Collected	\$ 61,108	\$ 34,920	\$ 357,139	\$ 425,000
Parking Permits	\$ 152,451	\$ 138,216	\$ 110,371	\$ 110,000
<b>Total Viol. / Meter / Permit Revenue</b>	<b>\$ 579,832</b>	<b>\$ 500,446</b>	<b>\$ 854,953</b>	<b>\$ 935,000</b>





### Program Description

The Arlington Department of Planning and Community Development (DPCD) is committed to improving the quality of life for Arlington's residents by improving housing opportunities, transportation access, economic development to enhance the vitality of our business districts and generate commercial tax revenue, providing opportunities for low and moderate income households, and preserving and promoting the Town's natural, historic, and cultural resources. DPCD is focused on planning, redevelopment, and creating future development opportunities. DPCD oversees planning and community development activities within the Town. The staff are involved in many key Town initiatives including implementation of the Master Plan, Mass Ave Phase II planning, Complete Streets, and efforts in our business districts. The Department has administered the Town's federal Community Development Block Grant Program since the program's inception in 1974. The Menotomy Weatherization Program serves Arlington, Belmont, Cambridge, Lexington, Somerville, Waltham, and Watertown residents by helping eligible homeowners and renters make their homes more energy efficient. The Department provides staff support to the Arlington Redevelopment Board, the Town's Planning Board and redevelopment authority. The ARB manages three town buildings: Jefferson Cutter House with Whittemore Park, Central School, and 23 Maple Street.

### Budget Statement

The budget includes a new Senior Transportation Planner position who will address increasing neighborhood traffic concerns and work with the Transportation Advisory Committee on larger transportation projects across Town. It also include monies to hire a consultant to advance public art programs and projects and implement the Arts and Culture Action Plan.

### FY2019 Objectives

- Continue implementation of Master Plan with particular focus on advancing Housing, Economic Development, Transportation, and

### PROGRAM COSTS

Rental Properties & Redevelopment Board	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Personnel Services	63,576	-	-	-
Expenses	7,439	10,800	10,800	10,800
Gibbs	185,210	-	-	-
Parmenter	15,000	15,000	15,000	15,000
Dallin Library	5,000	5,000	5,000	5,000
<b>Total</b>	<b>276,225</b>	<b>30,800</b>	<b>30,800</b>	<b>30,800</b>

### PROGRAM COSTS

Planning & Community Development	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Personnel Services	418,491	536,993	616,322	626,444
Expenses	18,667	28,695	25,195	25,195
<b>Total</b>	<b>437,158</b>	<b>565,688</b>	<b>641,517</b>	<b>651,639</b>

### STAFFING

Planning & Community Development	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	4	5	6	6
<b>Total</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>8</b>

### STAFFING

Rental Properties & Redevelopment Board	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Managerial	0	0	0	0
Clerical	0	0	0	0
Custodial/Bldg.Maint.	0.5	0	0	0
<b>Total</b>	<b>0.5</b>	<b>0</b>	<b>0</b>	<b>0</b>



## FY2019 Objectives (cont.)

Historic and Cultural Resource Areas strategies by:

- Amending Zoning Bylaw to ensure consistency with the Master Plan.
- Continuing implementation of Housing Production Plan, including adding units to the Subsidized Housing Inventory.
- Continuing implementation of Open Space and Recreation Plan.
- Continuing implementation of Arts and Culture Action Plan.
- Administer Community Development Block Grant program.
- Develop an Arlington Heights Vision and Action Plan.
- Develop an Arlington Center Urban Renewal Plan.
- Develop Assessment of Fair Housing with North Suburban HOME Consortium, including strategies to comply with fair housing laws.
- Work with property owners and developers along major corridors to encourage mixed-use, residential, and commercial development.
- Continue work in business districts to understand their challenges and opportunities and direct resources to assist with business development, recruitment, and retention.
- Continue implementation of Vacancy Registry Bylaw, including assisting property owners with marketing of available spaces, installing public art in vacant spaces, and enforcing maintenance of properties.
- Secure design and construction funding for Massachusetts Avenue Streetscape Phase II Plan.
- Make capital improvements and ensure financial stability of properties in the Arlington Redevelopment Board portfolio, including significant renovations to the Central School (Senior Center and Town offices).
- Advance the Arlington Cultural District designated by the Massachusetts Cultural Council.
- Review ZBA cases, licenses, and permits.
- Make improvements to the Arlington Center Parking Benefits District.
- Bring a no cost, dockless bike sharing system and work with neighboring municipalities to ensure seamless operations.
- Pilot Bus Rapid Transit program aimed at improving commute times along the Route 77 line on Massachusetts Avenue.
- Develop a vulnerability assessment and identifying actions to build the Town's resilience to the effects of climate change using funding through the Municipal Vulnerability Preparedness Program.
- Implement final design and construction of new signal system at the intersection of the Minuteman Bikeway and Lake Street.
- Finalize first phase of work for updating the *Inventory of Historically or Architecturally Significant Property in the Town of Arlington*.

## Major Accomplishments for 2017

- Implemented the Master Plan, including the continued work of the Zoning Recodification Working Group to recodify the Zoning Bylaw; the Residential Study Group to address concerns regarding new construction in neighborhoods; the Historic Resources Working Group to improve communication and coordination among the Historical Commission, the Historic Districts Commission, the Arlington Historical Society, and Town staff to improve preservation of the Town's historic resources; the Mill Brook Study Group to enhance the Mill Brook's environmental value and economic development potential to the Town.
- Completed an Arts and Culture Action Plan.
- Began implementation of the Housing Production Plan.
- Advanced design solutions for the intersection of the Minuteman Bikeway and Lake Street.
- Implemented the Arlington Center Parking Management Plan, including Town Meeting adopting a Parking Benefits District, which will use parking meter revenue for improvements in Arlington Center.
- Sought design and construction funds for Massachusetts Avenue Streetscape Phase II.
- Received Massachusetts Cultural Council designation for the Arlington Cultural District.
- Hired OPM for Central School renovation project.
- The CDBG program accomplished the following:
  - Installed 35 ADA-compliant ramps to make streets and sidewalks more accessible.
  - Supported 10 public service agencies to assist lower-income older people with daily transportation, access to jobs, access to healthy foods, scholarships to athletic and summer camp programs, and access to mental health services; reached 1,668 households .
  - Housing Corporation of Arlington completed acquisition and pre-development for 117 Broadway and made capital improvements to properties in their portfolio.
  - Arlington Home Improvement Loan Program issued one new loan to an income-eligible homeowner.
  - Supported design work for the Arlington Housing Authority Life and Skills Building at Menotomy Manor.

# Fiscal Year 2019 Budget



## Planning and Community Development Rental Properties & Redevelopment Board

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Planning &amp; Community Development</b>				
CDBG Funds Administered	\$ 1,084,871	\$ 1,042,348	\$ 1,033,162	\$ 1,029,587
Other public or private grant funds secured	\$ -	\$ -	\$1,227,430*	\$ 913,475
Plans, Designs, and Analyses	40	40	40	40
Room rental fees	\$ 5,000	\$ 11,027	\$ 14,167	\$ 10,000
Room reservations administered	550	576	416	400
Sign Permit Applications Reviewed	20	10	20	20
Contracts negotiated and administrated	10	5	10	10
Zoning Board Applications reviewed	10	19	22	20
Business/Merchants Assisted	75	75	161	200
EDR special permits administered	12	10	8	8
Licenses reviewed			24	25

\*\$741,889 funded the Menotomy Weatherization Program

Rental Properties- General Fund Revenue	2016 Actual	2017 Actual	2018 Budget	FY2019 Final Budget	\$ Change
Gibbs Revenue	\$ (318,819)	\$ (340,381)	\$ -	\$ -	\$ -
Parmenter Revenue	\$ (219,060)	\$ (223,155)	\$ (227,332)	\$ (227,332)	\$ -
Dallin Revenue	\$ (45,116)	\$ (45,116)	\$ (45,116)	\$ (45,116)	\$ -
<b>Total</b>	<b>\$ (582,996)</b>	<b>\$ (608,652)</b>	<b>\$ (272,448)</b>	<b>\$ (272,448)</b>	<b>\$ -</b>

### Major Accomplishments, (cont. )

#### Menotomy Weatherization Program.

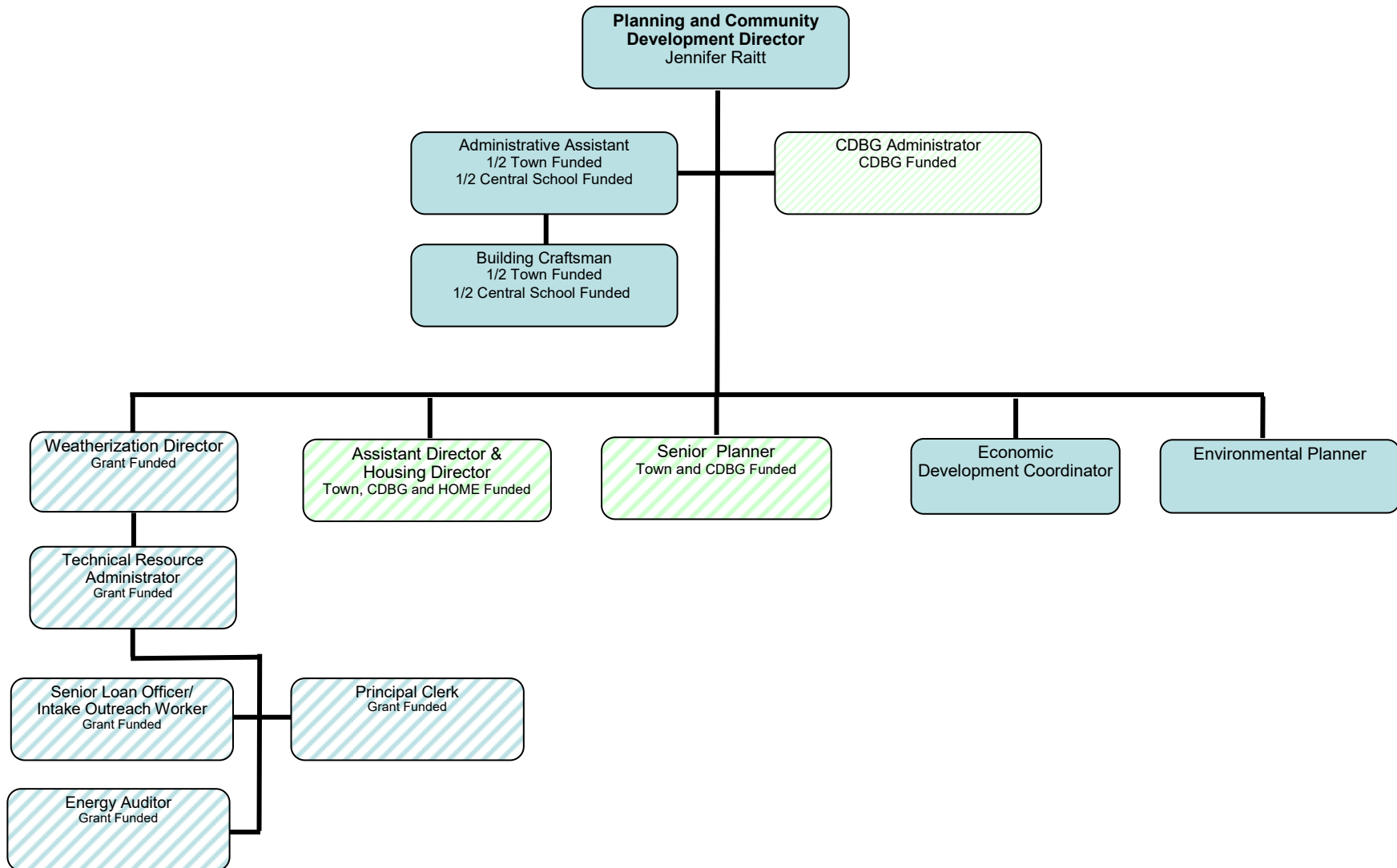
- \$23,000 from the Executive Office of Energy and Environmental Affairs Municipal Vulnerability Preparedness Program to develop a vulnerability assessment and identify actions to build the town's resilience to the effects of climate change.
- \$15,000 from the Massachusetts Historical Commission Survey and Planning Grant and \$101,000 from Arlington's Community Preservation Act funds to update the *Inventory of Historically or Architecturally Significant Property in the Town of Arlington*.
- \$47,325 from the Mass. Dept. of Environmental Protection to restore and enhance a portion of the Upper Mystic Riverfront by creating a riverbank habitat and improving stormwater quality.
- \$87,216 from the Mass. Executive Office of Energy and Environmental Affairs, Land and Water Conservation Fund to address erosion and improve accessibility at Spy Pond.
- \$65,000 from Arlington's Community Preservation Act funds to create a plan and design for Whittemore Park.
- \$81,095 in District Local Technical Assistance funds through the Metropolitan Area Planning Council to assist with an Arlington Heights Vision and Action Plan (kick-off in 2018) and the Arlington Arts and Culture Action Plan.
- \$100,000 in Barr Foundation funds to launch a bus rapid transit pilot program improve commute times along the Route 77 line.
- Secured \$2,000 from the Mass. Office on Disability to update the Town's ADA Self-Evaluation and to create a Transition Plan.

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Conservation Commission</b>				
Commission meetings attended	24	27	23	30
Conservation Permits - Reviewed and Issued	14	21	18	20
Site inspections	50	25	19	50
Filing Fees	\$ 4,679	\$ 10,709	\$ 10,438	\$ 10,500

### Major Accomplishments, (cont. )

- Hired a consultant to provide an assessment of town arts organizations and make recommendations for restructuring as part of the Arlington Arts and Culture Action Plan.
- Began implementation of Vacancy Registry Bylaw which helped reduce vacancies from 17 to five across Arlington's business districts.
- Secured multiple grants:
  - \$345,310 from the Mass. Department of Housing and Community Development and \$396,570 from Eversource and NGrid for the





### Program Description

The Zoning Board of Appeals interprets and enforces the Zoning Bylaw for the Town of Arlington. Hearings are generally held on the second and fourth Tuesdays of the month, as needed. The Board is comprised of the Chairman and four appointees, including an attorney and a licensed architect who listen to testimony and render decisions based on a unanimous vote of the board. It is the Board's responsibility to issue the legal documentation required relative to the approval or denial of each petition. There are also two alternate members who may sit in absence of a regular member.

### Budget Statement

The Zoning Board of Appeals has a level funded budget for FY19.

### FY2019 Objectives

- Work with the Inspections Division and the Planning Department to provide the services required to support the Zoning Bylaw.
- Provide prompt and informed decisions on all applications submitted to the Zoning Board of Appeals.
- Make decisions that uphold the original intent of the Zoning Bylaw.
- Instill confidence in petitioners and applicants that they have been rendered a fair and equitable decision.

### Major Accomplishments for 2017

- The Zoning Board of Appeals heard and rendered 22 petitions for special permits and variances.

#### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Zoning Board of Appeals</b>				
Personnel Services	20,788	22,220	22,220	22,681
Expenses	3,709	10,100	10,100	10,100
<b>Total</b>	<b>24,497</b>	<b>32,320</b>	<b>32,320</b>	<b>32,781</b>

#### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Zoning Board of Appeals</b>				
Managerial	0	0	0	0
Clerical	0.5	0.5	0.5	0.5
Professional/Technical	0	0	0	0
<b>Total</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>

#### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Zoning Board of Appeals</b>				
Applications	24	14	15	30
Hearings			34	45
Revenue	\$ 9,600	\$ 5,600	\$ 8,400	\$ 12,000





Zoning Board of Appeals  
5 Member Board

Principal Clerk  
1 PT



## Program Description

The Facilities Department is responsible for the maintenance of all Town and School operated buildings. This includes seven Elementary Schools, the Ottoson Middle School, the High School, the Robbins and Fox Libraries, Town Hall, four DPW Buildings, three Fire Stations, the Mt. Pleasant Cemetery chapel and garage, the Whittemore-Robbins House, the Parmenter, the Gibbs School, and Central School, the Jefferson-Cutter House, the Mt. Gilboa House, the Reservoir Beach House, and the Spy Pond Field House.

The Department coordinates the repair and maintenance for buildings based on standards for maintenance levels in order to improve the conditions of the facilities, as well as evaluate the capital needs of Town and School buildings. The Department has created an annual Preventive Maintenance schedule to maintain the Town's buildings consistently. The Department also manages custodians who clean Town and school buildings. The Department makes recommendations regarding capital improvements to the Capital Planning Committee.

## Budget Statement

The budget for FY19 will decrease by \$21,312, due to a reduction in the building cleaning contract as a result of staff reassignment.

## PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Facilities</b>				
Personnel Services	395,474	424,599	463,457	466,413
Expenses	278,639	406,414	346,244	346,244
<b>Total</b>	674,113	831,013	809,701	812,657

## STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Facilities</b>				
Managerial	1	1	1	1
Clerical	0	0	0	0
Professional/Technical	2.33	4.83	4.83	4.83
<b>Total</b>	3.33	5.83	5.83	5.83

## Major Accomplishments for 2017

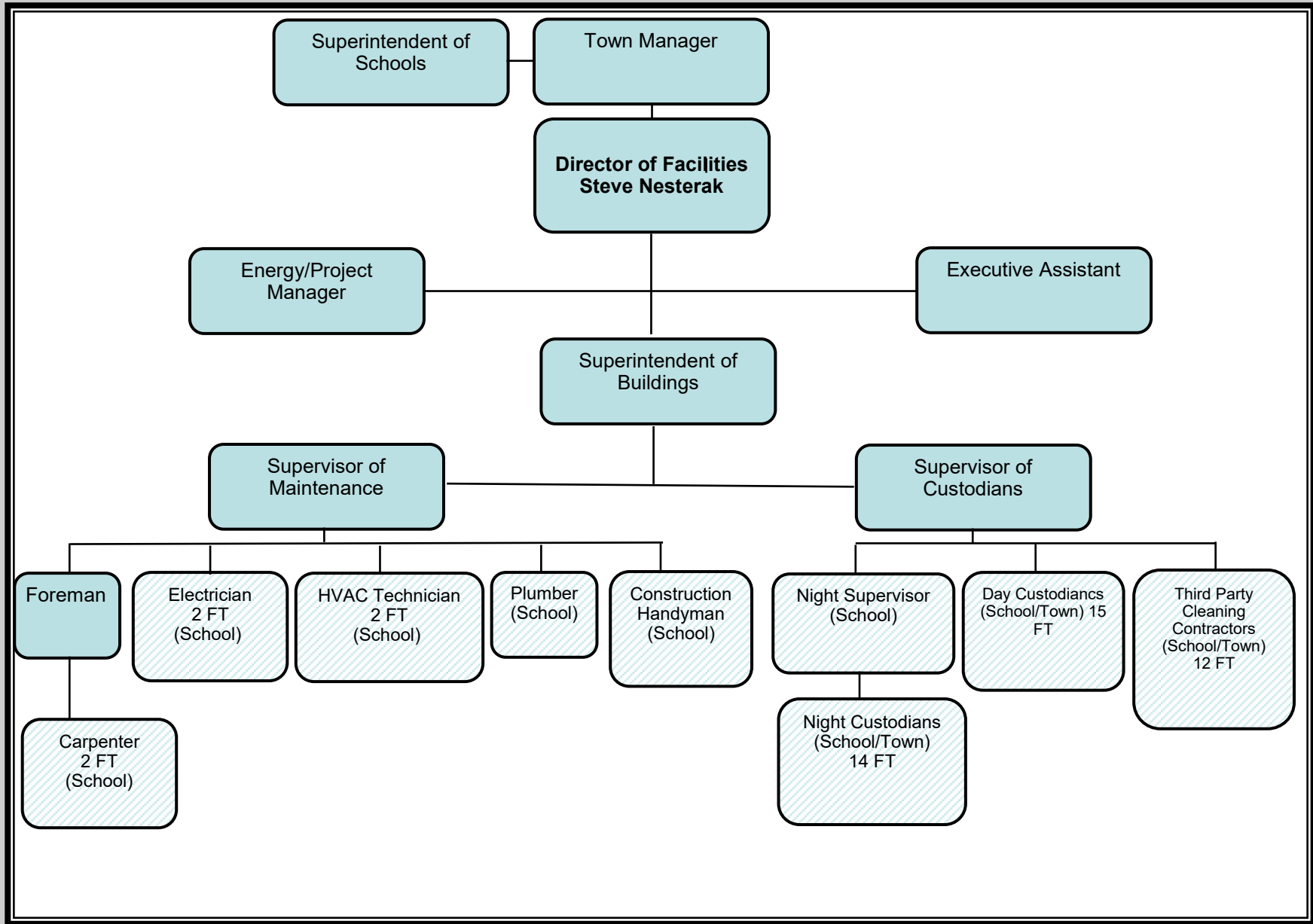
- Successfully applied for, received and completed \$179,698 Green Communities grant for sustainable projects including the following:
  - Brackett School - LED Lighting Upgrades.
  - Dallin School - Gym Air Handler VFD and Control.
  - Ottoson School - LED Lighting Upgrades.
  - Town - Purchased two Electric Vehicles.
- AHS - Worked on request for proposal and selection process for Owner's Project Manager (OPM), Skanska.
- DPW - Worked on request for proposal and selection process for Owner's Project Manager (OPM), KV Associates.
- Bishop School parking lot storm water retention tank project - Worked on proposal and bid specs.
- Robbins Library - Selected design team and worked on requests for proposal for building envelope repairs.
- Completed multiple roofing projects at the Department of Public Works.
- Ottoson Middle School - Replaced failing roof top heating/cooling unit.
- Ottoson Middle School - Remodeled front vestibule, with security upgrades.
- Arlington High School completed major repairs to elevator.
- DPW Cemetery Chapel - Ongoing repairs and upgrades; completed roofing, heating and cooling systems, and masonry work.
- Brackett School- Installed new domestic hot water system.

**Major Accomplishments (cont.)**

- Hardy School repairs to roof top unit heating/cooling unit.
- Preventive Maintenance on all HVAC equipment throughout the Town's buildings.
- Decreased phone calls for work orders to close to 0% by using the online work order system, SchoolDude.

**FY2019 Objectives**

- Successfully apply for, receive and complete Green Communities funding grant.
- Close out completed projects including Gibbs School (new 6th grade school).
- Support Central School renovation project .
- Run Fault Detection and Diagnostic for Brackett School, and repair faults.
- Continue importing all Preventive Maintenance work into work order software program and incorporate cost and project information into system.
- Increase maintenance staff efficiency through working with Maintenance Supervisor.
- Work with department heads on capital requests before submission to Capital Planning Committee.
- Continue to develop a capital forecast plan via the use of a software program to incorporate all existing building equipment and infrastructure into a comprehensive long term plan.
- Schedule summer cleaning, painting, and repair projects in school before construction season to increase efficiency and staff utilization.





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# PUBLIC WORKS

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PUBLIC WORKS

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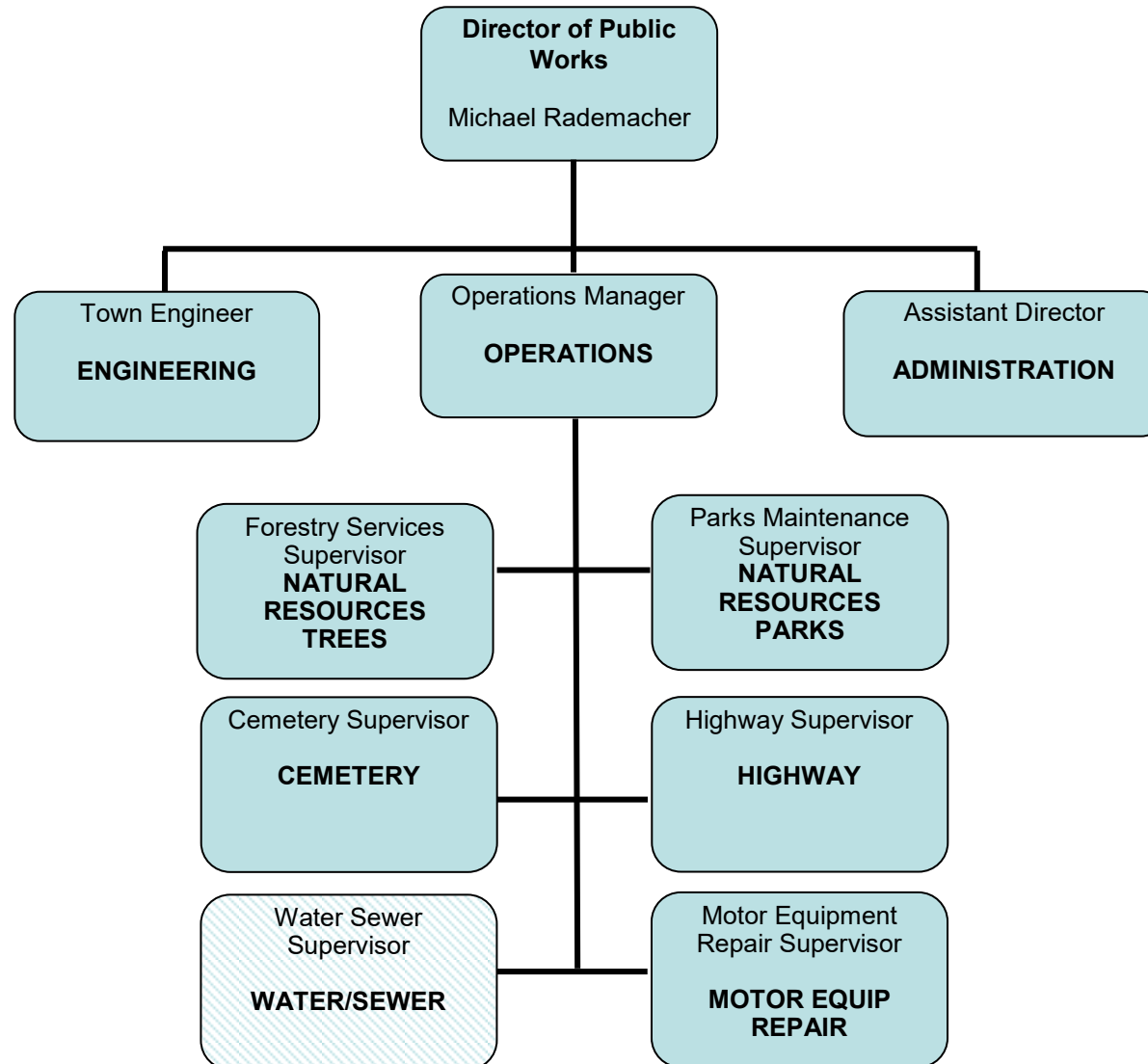
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### Program Description

The Public Works Department comprises 7 separate divisions to maintain the Town infrastructure. The Divisions are:

- Administration
- Engineering
- Cemeteries
- Natural Resources (Parks and Trees)
- Highway
- Motor Equipment Repair
- Water and Sewer Utilities

The Department is responsible for 100 miles of public roadways, 250 miles of water and sewer pipes, 75 miles of storm drains including 3,500 catch basins, numerous parks, playgrounds, athletic fields and open lands, and approximately 19,000 public trees. In addition, the Department maintains over 150 Town vehicles and operates three service utilities: Water, Sewer and Solid Waste.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Public Works Department</b>				
Personnel Services	3,516,770	3,967,389	4,010,808	4,014,033
Expenses	1,499,826	1,685,050	1,721,400	1,721,400
<b>Total</b>	<b>5,016,596</b>	<b>5,652,439</b>	<b>5,732,208</b>	<b>5,735,433</b>

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Public Works</b>				
Managerial	7	7	7	7
Clerical	3	3	3	3
Professional/Technical	5.86	5.86	5.86	5.86
Public Works	43.69	44.69	45.00	45.00
Custodial / Bldg. Maint.	0	0	0	0
<b>Total</b>	<b>59.55</b>	<b>60.55</b>	<b>60.86</b>	<b>60.86</b>



### Budget Statement

The Administration Department Personnel Services are essentially level funded. Step increases are offset by a reduction in funded overtime. This funding request is subject to change pending the outcome of Collective Bargaining negotiations. The Expense budget is reduced \$1,500 to match historical trends.

### FY2019 Objectives

- Manage design process for improvements to the entire DPW Facility.
- Oversight and implementation of report recommendations and consultant direction for the improved operations at the DPW Garage.

### Major Accomplishments for 2017

- Held Community Collection Days to promote recycling and reuse with the assistance of 23 volunteers. Serviced 626 visits.
- Expanded monthly recycling center at 51 Grove Street facility along with 20 volunteers. Had 1,616 visits over 10 events.
- Managed additional volunteer effort to supplement contracted aquatic weed harvesting at the Arlington Reservoir.
- Co-Sponsor of Civics Day event at Town Hall.
- Prepared extensive annual reports for DEP and MWRA.
- Continued to monitor playing field conditions (March-November) with regard to weather related usability and updated website accordingly.
- Managed contracted curbside collection and disposal of solid waste, recyclables, and yard waste.

### PROGRAM COSTS

Public Works Administration	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Personnel Services	437,953	459,626	459,662	465,441
Expenses	19,252	23,400	21,900	21,900
<b>Total</b>	<b>457,205</b>	<b>483,026</b>	<b>481,562</b>	<b>487,341</b>

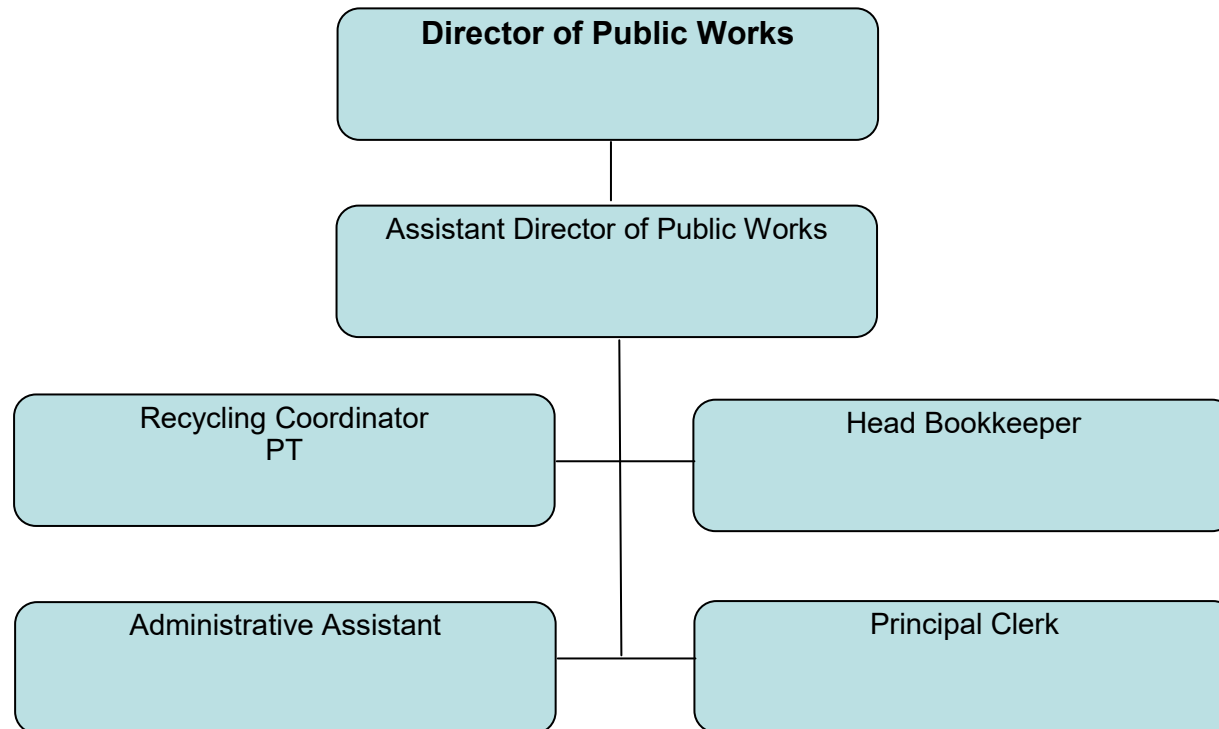
### STAFFING

Public Works Administration	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Managerial	2	2	2	2
Clerical	2	2	2	2
Professional/Technical	1.86	1.86	1.86	1.86
Custodial / Bldg. Maint.	0	0	0	0
<b>Total</b>	<b>5.86</b>	<b>5.86</b>	<b>5.86</b>	<b>5.86</b>

### Performance / Workload Indicators

Administration	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Purchase Orders Processed	1,747	1,595	1,418	1,395
Water/Sewer bills generated	50,060	49,664	50,740	50,740
Citizen inquiries (est)	33,000	33,000	33,000	33,000







## Program Description

The Engineering Division has the following responsibilities:

- Coordination and preparation of technical designs, engineering plans, and specifications for municipal infrastructure improvements and other Capital Projects.
- Oversee contracted construction projects including field inspections and administrative requirements.
- Inspection for construction quality assurance within public properties and roadways including inspection of trench and property restoration work by private contractors and other utilities.
- Provide record keeping and update plans for Town roadways, sidewalks, water/sewer lines, parks and infrastructure.
- Technical support and construction oversight assistance for the Department of Public Works and other Town Departments, including the Planning/Community Development and Recreation Departments.
- Overseeing and managing Traffic Signals Maintenance Contractor.
- Reviewing, preparing reports on, and regulating the impact of private developments on our water/sewer and storm water utilities, roadways, sidewalks, and other Town assets.
- Performing private way improvement cost estimates and assisting the Selectmen's Office with the betterment process.

## Budget Statement

Departmental Personnel Services is up by \$5,085 due to step increases. This funding request is subject to change pending the outcome of Collective Bargaining negotiations.

The Departmental request for operations expenses is level funded.

## FY2019 Objectives

- Procure and initiate next pavement condition assessment and update pavement management system to evaluate the report and increase effectiveness of roadway capital improvement plans. Procedure will utilize a GIS based system to integrate the pavement management system with increased efficiency for GIS system use and planning.
- Continue coordination for Mystic Street Bridge replacement and utility coordination requirements.
- Prepare construction specifications and contract documents, coordinate, supervise, and monitor annual construction projects: water rehabilitation, sewer rehabilitation, roadway rehabilitation, stormwater improvements, curb/walk & ramp improvement projects, traffic signals, and other miscellaneous capital projects, as required.
- Oversee and coordinate environmental quality monitoring, compliance requirements and implement efficient and effective measures and controls for the stormwater Management System.
- Continue storm water awareness program, provide outreach and educational opportunities to residents and businesses regarding issues pertaining to stormwater runoff, water quality, erosion, and flood control as required by the Stormwater Management Program for 2014.
- Provide permitting and regulatory updates as required for the EPA NPDES MS4 permit as well as coordinate inspections and updates for the Arlington Reservoir Dam and Emergency Action Plan to the Massachusetts Office of Dam Safety.
- Assist the Transportation Advisory Committee with project planning, review of issues, and project designs.
- Continue to work with TAC and Planning Department to coordinate and prioritize Complete Streets Projects.

Road, water and sewer projects are listed at [www.arlington.gov/projects](http://www.arlington.gov/projects).



### Major Accomplishments for 2017

- Performed oversight and project closeout requirements for Massachusetts Avenue Re-Build Project (East End) as Liaison with MassDOT for Town related and other pertinent issues .
- Oversaw completion of the Arlington Center Safe Travel Project, including improvements and updates to Mass/Swan intersection and additional improvements.
- Monitored, coordinated, or completed the following projects: Gray Street Complete Streets Sidewalk Project, Westminster Wall Reconstruction Project, and Mystic Bank Drain Line Project.
- Monitored on-going utility construction projects in Town rights of way, including Eversource and National Grid in conjunction with the Water Division and Police Department, reviewing and administering work conditions and requirements including outreach, traffic management, and trench repairs.
- Administered Arlington, Belmont and Cambridge Tri-Community Stormwater Flooding Group including agendas and presentations.
- Managed the planning, design development, and utility coordination requirements for the Mystic Street/Mill Brook Bridge Project.
- Administered and coordinated the Lake Street and Bike Path Traffic Signal Design Review Committee to develop goals, plans and outreach requirements for the preparation and plan development of a new multimodal signalized intersection.
- Coordinated planning for curb and walk construction using prioritization planning in accordance with ADA Transition Plan and Town Complete Streets Policy.
- Provided technical resource and necessary project and plan review to assist Water Division including: DEP sanitary survey, site plan reviews, unidirectional flushing program, capital water planning, and transfer to GIS data collection of cross-connection inspection program.
- Coordinated and assisted the preparation of the following administrative and regulatory requirements:
  - Updated EPA NPDES Municipal Separate Storm Sewer System (MS4) permit
  - Annual Arlington Reservoir Dam Emergency Action Plan
  - MWRA Municipal Discharge Permit
  - DEP Sanitary Survey for water distribution system

### Major Accomplishments (cont.)

- Worked with Conservation Commission to prepare plans, specifications, and procurement documents and to inspect the Mystic 35 Project, a DEP Grant funded stormwater improvement project located in the Mystic River Reservation.
- Coordinated and liaised with the Mystic River Watershed Association to implement a stormwater pilot project at Egerton and Herbert Roads Intersection for watershed and water quality improvements.
- Coordinated annual High School Internship member project.

#### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Engineering</b>				
Personnel Services	278,892	322,064	327,148	329,345
Expenses	15,680	18,900	18,900	18,900
<b>Total</b>	<b>294,572</b>	<b>340,964</b>	<b>346,048</b>	<b>348,245</b>

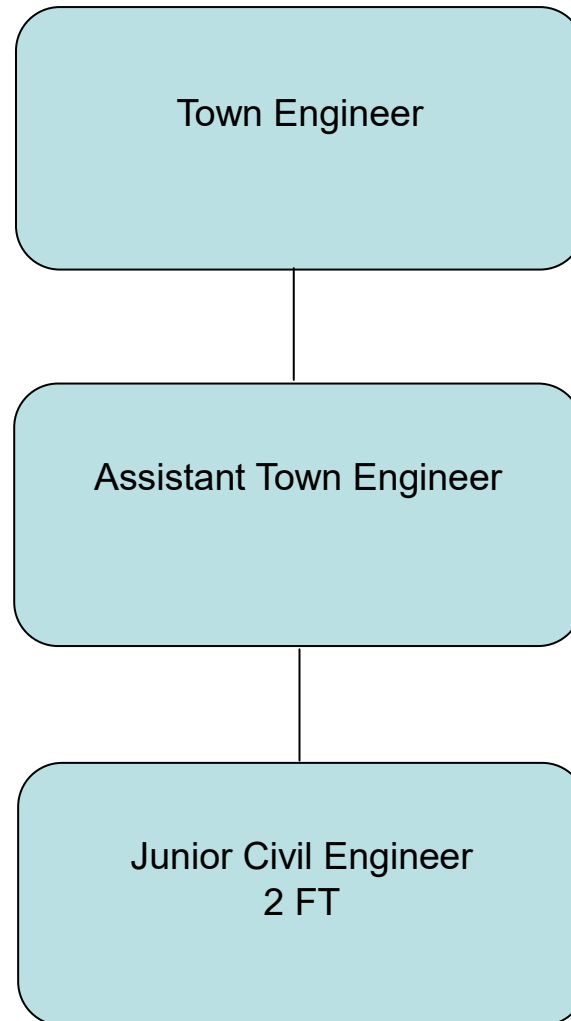
#### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Engineering</b>				
Managerial	0	0	0	0
Clerical	0	0	0	0
Professional/Technical	4	4	4	4
Public Works	0	0	0	0
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

#### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Estimated	FY2018 Estimated
<b>Engineering</b>				
Roadways Rehabbed/Paved	19,405*	29,462	28,650	25,000
Sidewalks replaced	14,360*	10,560	16,250	15,000
Granite Curb- Placed or Replaced	2,360	5,805	2,750	3,000

\*includes work completed as part of the Mass Ave Corridor Project



**Program Description**

The Cemetery Division is responsible for the care and maintenance of the Mt. Pleasant Cemetery and the Old Burying Ground. The Mt. Pleasant Cemetery is an active cemetery comprising 62 acres of land and accommodates an average of 200 burials per year. The Old Burying Grounds is an inactive, historical community cemetery of six acres. Three volunteer Cemetery Commissioners make recommendations to the Town Manager on rules, regulations, and fees.

**FY2019 Objectives**

- Oversight of CPA project to survey and recommend renovations to Old Burying Ground tombs.
- Develop plan for tree care and strategic replacements.

**Budget Statement**

The Cemetery Department Personnel Services are reduced by \$2,286. This is due to reductions in the overtime and out of grade funding to match historical trends. This funding request is subject to change pending the outcome of Collective Bargaining negotiations. The Expense budget request has been reduced by \$54,100. In FY18 the budget was increased to perform contracted tree work throughout the cemetery. This reduction brings the funding back to typical levels.

**Major Accomplishments for 2017**

- Completed construction of the columbarium project.
- Performed 173 earth burials and 57 cremains burials.
- Completed renovations to Chapel.
- Continued program of cleaning old stones and monuments in Mt. Pleasant Cemetery and the Old Burying Grounds.

**PROGRAM COSTS**

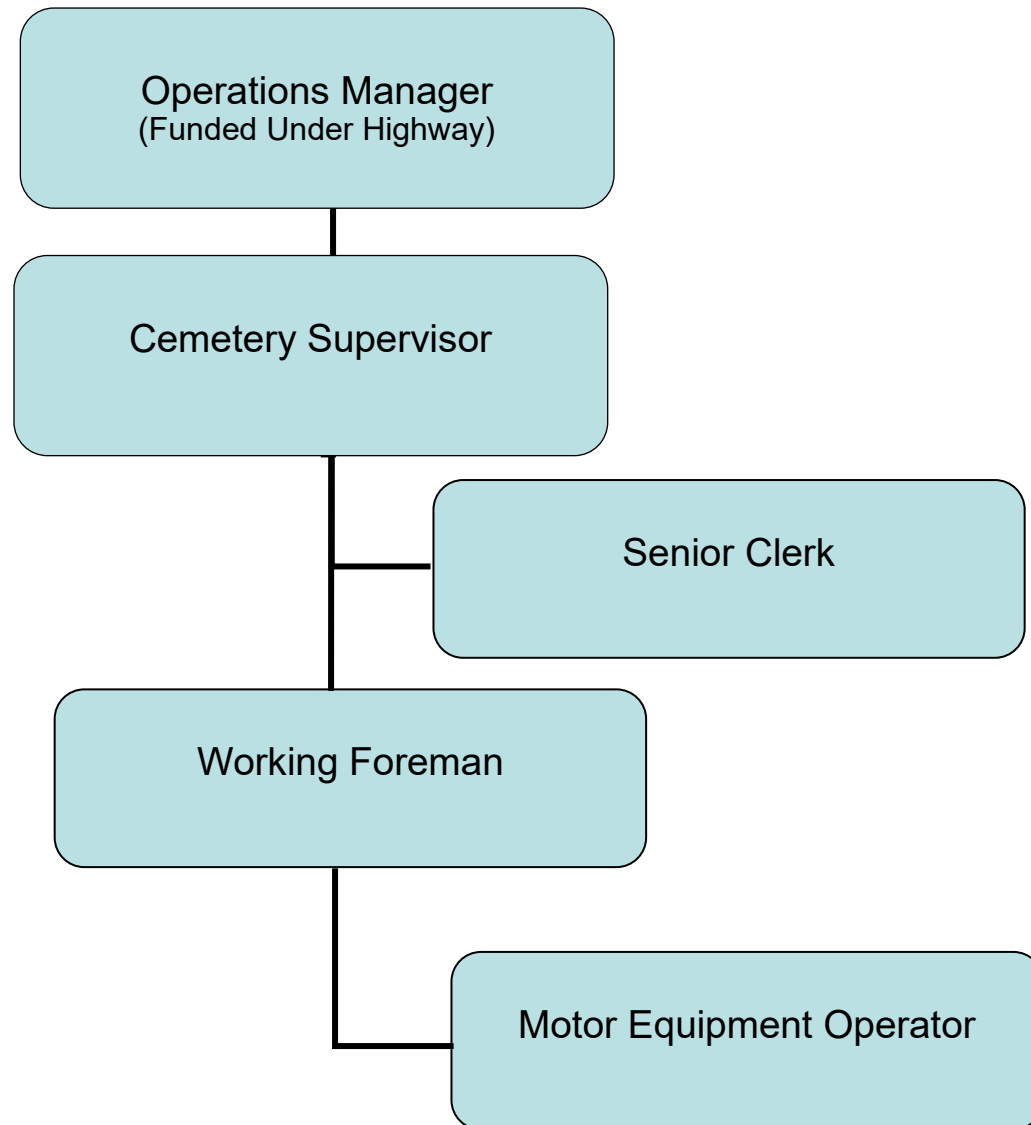
	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Cemetery</b>				
Personnel Services	211,468	252,189	249,903	249,903
Expenses	147,613	207,700	153,600	153,600
<b>Total</b>	<b>359,081</b>	<b>459,889</b>	<b>403,503</b>	<b>403,503</b>

**Performance / Workload Indicators**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Cemetery</b>				
New Grave Sales	51	41	57	45
Funeral Excavations/Closures	240	172	184	200
Loam & Seed - Areas restored	303	302	275	300
Headstones Straightened	162	223	245	200
Restore/Place markers	144	177	115	150
Foundations Repaired/Constructed	0	1	0	5
Flowers / Bushes - Areas Planted	24	13	53	50
Chapel Cleanings	52	32	25	24

**STAFFING**

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Cemetery</b>				
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Public Works	3	3	3	3
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>





### Program Description

The Natural Resources Division provides management, care, and maintenance of the Town's open space lands, public parks, playgrounds, and athletic fields. The primary facilities include nineteen (19) athletic fields, twenty-six (26) playgrounds, and parks including Reservoir Beach, North Union Spray Pool, Menotomy-Rocks Park, McClennen Park, Town Hall Gardens, Minuteman Bike Path, Broadway Plaza, and the Whittemore-Robbins grounds. The division also maintains plantings and lawn care in twenty-one (21) traffic islands. The Tree Division is responsible for the management, care, and maintenance of more than 19,000 public trees.

### Major Accomplishments for 2017

- Began contracted tree work program to greatly reduce backlog of maintenance work.
- Substantially completed Town Tree Survey in cooperation with the Tree Committee.
- Began program of Sunday trash removal from Town parks.
- Planted 221 trees.
- Maintained "Tree City USA" designation from the National Arbor Day foundation.
- Maintained Town Sidewalks throughout the winter.

### Performance / Workload Indicators

Natural Resources	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Trees Planted	150	175	221	225
Trees Removed	189	187	130	200
Stumps Removed	206	275	201	250
8 Large Parks Maintained (acres)	66.3	66.3	66.3	66.3
16 Small Parks / Public Spaces (acres)	20.5	20.5	20.5	20.5
20 Landscaped Traffic Islands (acres)	1.8	1.8	1.8	1.8

### Budget Statement

Personnel Services are increased by \$28,742. This is due step increases and an increase in the hours for the Town's Tree Warden. This funding request is subject to change pending the outcome of Collective Bargaining negotiations.

The Expense budget has been increased by \$29,700. The increase is driven primarily by additional funding for Materials and Supplies which have been historically underfunded. An increase of \$25,000 is proposed for additional tree planting, which is offset by a reduction in the Contracted Services Line by \$30,000.

### FY2019 Objectives

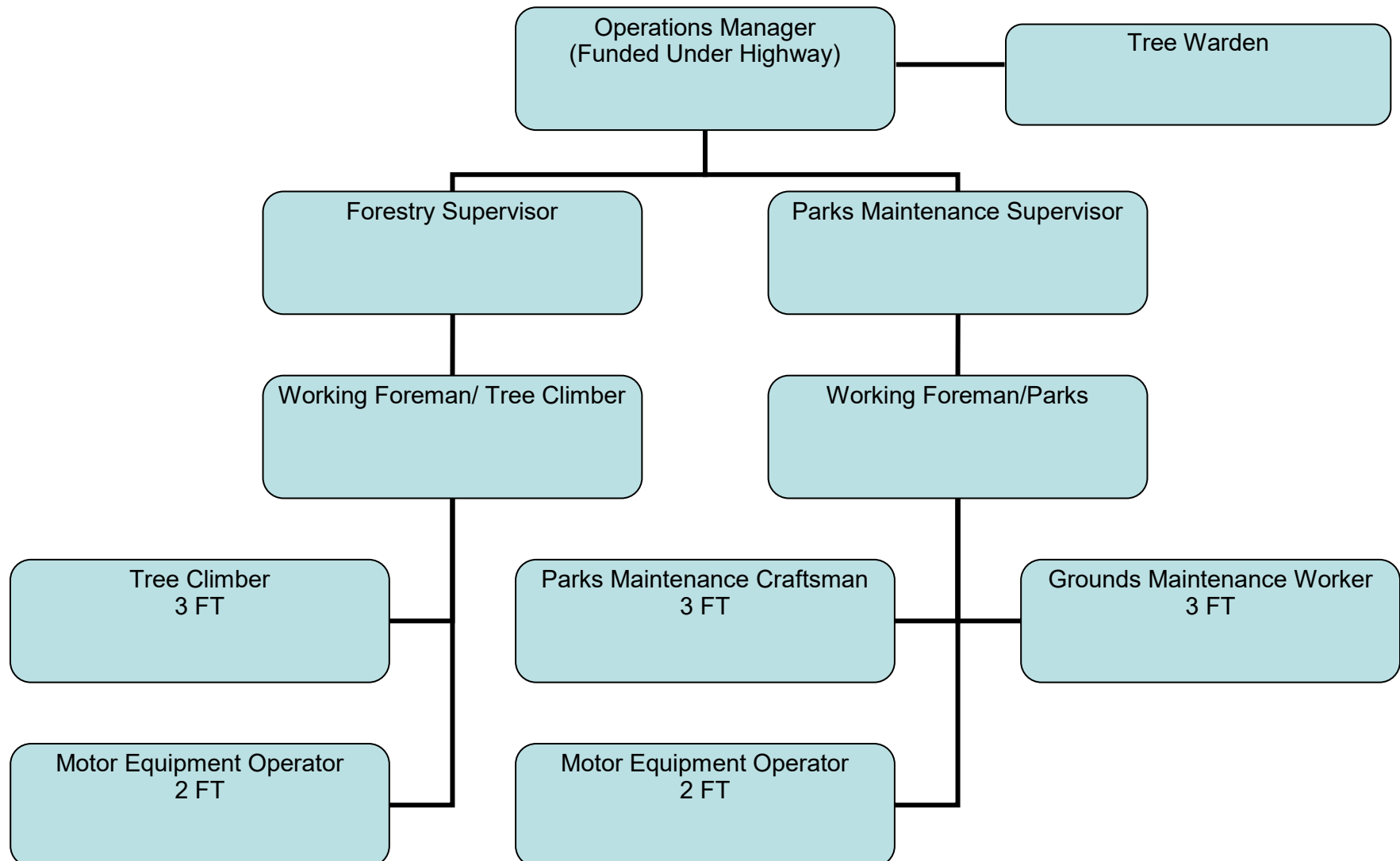
- Increase number of new tree plantings.
- Develop program for enhanced proactive tree care.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Natural Resources</b>				
Personnel Services	881,791	1,054,529	1,091,681	1,092,977
Expenses	368,013	455,300	485,000	485,000
Maintenance Town Fields	50,000	50,000	50,000	50,000
<b>Total</b>	<b>1,299,804</b>	<b>1,559,829</b>	<b>1,626,681</b>	<b>1,627,977</b>

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Natural Resources</b>				
Managerial	2	2	2	2
Clerical	0	0	0	0
Professional/Technical	0	0	0	0
Public Works	15.69	15.69	16	16
<b>Total</b>	<b>17.69</b>	<b>17.69</b>	<b>18</b>	<b>18</b>







## Program Description

The Highway Division responsibilities include:

- Maintenance and repairs to Town streets and parking lots, including paved surfaces, curbs, sidewalks, shoulders, guard rails, bridges, stairs, and grass edges.
- Maintenance and installation of traffic lines, traffic and parking signs.
- Maintenance and repairs to Town drainage systems including pipes, culverts, catch basins, manholes, and waterways (both concrete and vegetated channels).
- Street sweeping services.
- Oversight of Solid Waste services including trash/recycling collections, bulky items collection /disposal, waste fill disposal, and hazardous waste programs.

## FY2019 Objectives

- Improve in-house concrete sidewalk construction process.
- Implement GIS tracking system of catch basins cleaned for compliance with anticipated EPA storm water regulation changes.

## PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Highway</b>				
Personnel Services	1,307,517	1,445,352	1,467,352	1,467,352
Expenses	529,070	643,275	602,500	602,500
<b>Total</b>	<b>1,836,587</b>	<b>2,088,627</b>	<b>2,069,852</b>	<b>2,069,852</b>

## Budget Statement

- Personnel Services are increased by \$22,000. This is due to step increases and an increase in the funding for seasonal help, which has been historically underfunded. This funding request is subject to change pending the outcome of Collective Bargaining negotiations.
- The request for Highway expenses is down by \$40,775 due primarily to decreases in fuel and energy costs.
- The request for Snow and Ice Removal funds is not increased in FY19.

## STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Highway</b>				
Managerial	2	2	2	2
Clerical	0	0	0	0
Professional/Technical	0	0	0	0
Public Works	20	21	21	21
<b>Total</b>	<b>22</b>	<b>23</b>	<b>23</b>	<b>23</b>

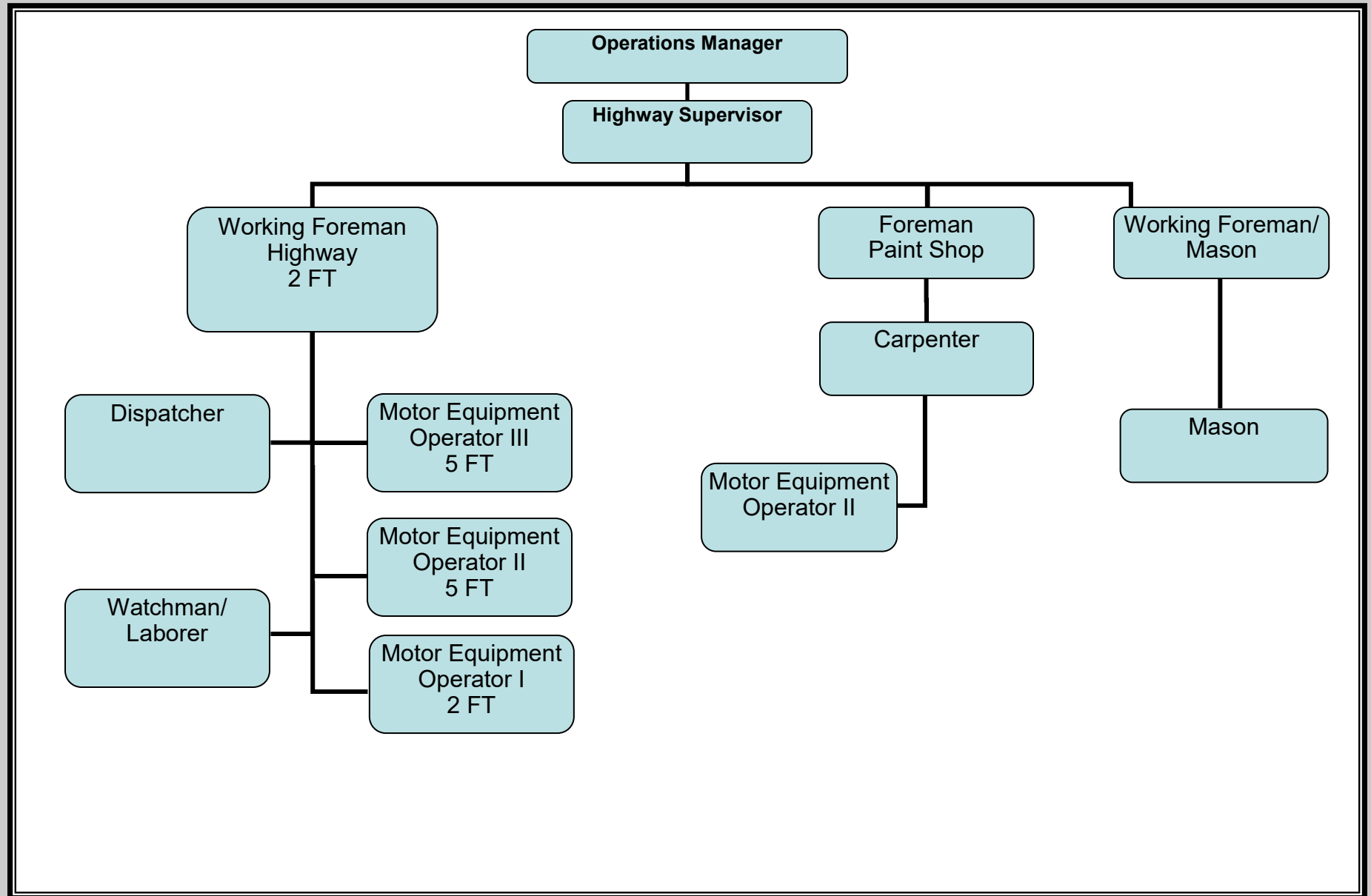
**Major Accomplishments for 2017**

- Patched over 2,714 pot holes(1,295 tons of asphalt placed)
- Cleaned approximately 575 catch basins.
- Highway staff twice swept all the streets in Town.
- Replaced over 3,501 linear feet of concrete sidewalk.
- Replaced over 4,257 linear feet of asphalt sidewalk.
- Repaired/replaced 34 catch basins/manholes.
- Responded to 24 snow events totaling approximately 72.5 inches of accumulation.
- Constructed 24' x 24' stage for Town Day event.
- Installed Accessible Parking Space signage as part of the effort to greatly increase HP parking along Mass Ave.
- Delivered tax bills to post office for Treasurer's Office.
- Assisted with DPW Community Collection Days.
- Placed 150 sand barrels Town wide for winter season.
- Set up and break down for Patriot's Day parade.
- Assisted the delivery of 35 canoes to the Arlington Reservoir to support volunteer cleanup of Water Chestnuts.
- Assisted with Feast of the East and Summer Arts Block Party.

**Performance / Workload Indicators**

	<b>FY2015 Actual</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Estimated</b>
<b>Highway</b>				
Patch Potholes (units changed from "each" to tons placed in FY16)	5,549	1,066	1,295	1,400
Sidewalk Patching	352	464	473	500
Repair CB's / Manholes	71	52	34	50
Clean Catch Basins	947	720	575	750
Install / Repair Street Signs	674	509	539	550
Make Specialty Signs	612*	80	60	65
Pave Trenches	224	178	198	200
Sidewalk Replacements	10,909	11,308	7,758	8,000
Curb Work	732	754	307	500
Traffic Lines - 24"	29,650	28,424	26,180	27,000
Traffic Lines - 12"	5,338	6,081	4,770	4,000
Traffic Lines - 4"	12,874	12,478	900	900
Traffic Painted Symbols	134	70	72	75
Plowing/Sanding Storms	9	7	16	8
Sanding Only Storms	18	5	8	10
Inches of Snow	110	38	73	40

\*several hundred "no parking" signs developed for snow removal efforts





### Program Description

The Snow and Ice Division is responsible for clearing snow and ice during and after winter storms.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Snow and Ice Removal</b>				
Snow and Ice Removal	378,196	1,140,708	1,172,013	1,172,013
<b>Total</b>	378,196	1,140,708	1,172,013	1,172,013

### Budget Statement

The request for Snow and Ice Removal funds is level funded.

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Snow and Ice</b>				
Plowing/Sanding Storms	9	7	16	8
Sanding Only Storms	18	5	8	10
Inches of Snow	110	38	73	40



### Program Description

Oversees Solid Waste services, including trash/recycling collections, bulky items collection/disposal, waste fill disposal, and hazardous waste programs.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Solid Waste</b>				
Solid Waste	3,482,896	3,547,256	3,715,751	3,715,751
<b>Total</b>	3,482,896	3,547,256	3,715,751	3,715,751

### Budget Statement

The request for Solid Waste expenses are increased by \$168,495. This is due to scheduled increases in the contracts for waste collection, solid waste, and yard waste disposal.

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Solid Waste (tons)</b>				
Solid Waste	12,603	12,943	12,540	12,850
Yard Waste	3,505	3,190	2,578	3,818
Recyclables	5,297	5,452	5,224	5,127

### Major Accomplishments for 2017

- Awarded a MA DEP Recycling Dividends grant as a result of our recycling activities, which further funds our extended waste diversion reach into the community.
- Provided discounted rain barrel and compost bins sales.
- Received 2017 Hometown Media Award for Government Activities for *Recycle Right*, a twelve minute educational video produced in partnership with the Recycling Committee and Arlington Community Media, Inc.
- Continuation of Department of Environmental Protection funding for a School Sustainability Coordinator position, providing waste reduction education and technical support for students, teachers, principals, administrators, food service, and facilities staff. This position has lead to
  - Improved recycling signage throughout the school district building
  - Active Green Teams in all school buildings and registered with the state Green Team program.

### Major Accomplishments (cont.)

- Six of the nine Arlington Public School buildings offer food scrap collection, resulting in lower trash weight, the transition to compostable food service trays, and the continued elimination of foam trays.
- Initiation of a textile recycling bin program that shares revenue with the schools.



### Program Description

The Motor Equipment Repair (MER) Division maintains a fleet of over 150 Town vehicles. Tasks include preventative maintenance, breakdown repairs, and tire management.

### Budget Statement

Personnel Services are down by \$18,567 due to a reduction in the overtime line funding to match historical trends. This funding request is subject to change pending the outcome of Collective Bargaining negotiations.

The proposed budget for Expenses is up \$58,025. The increase is requested to bring the Materials and Contracted Services budget lines up, consistent with historical trends.

### FY2019 Objectives

- Continued coordination with design consultant to plan improvements to the DPW garage facility.
- Continued implementation of fleet management software in conjunction with fuel system automated data collection upgrades.

### Major Accomplishments for 2017

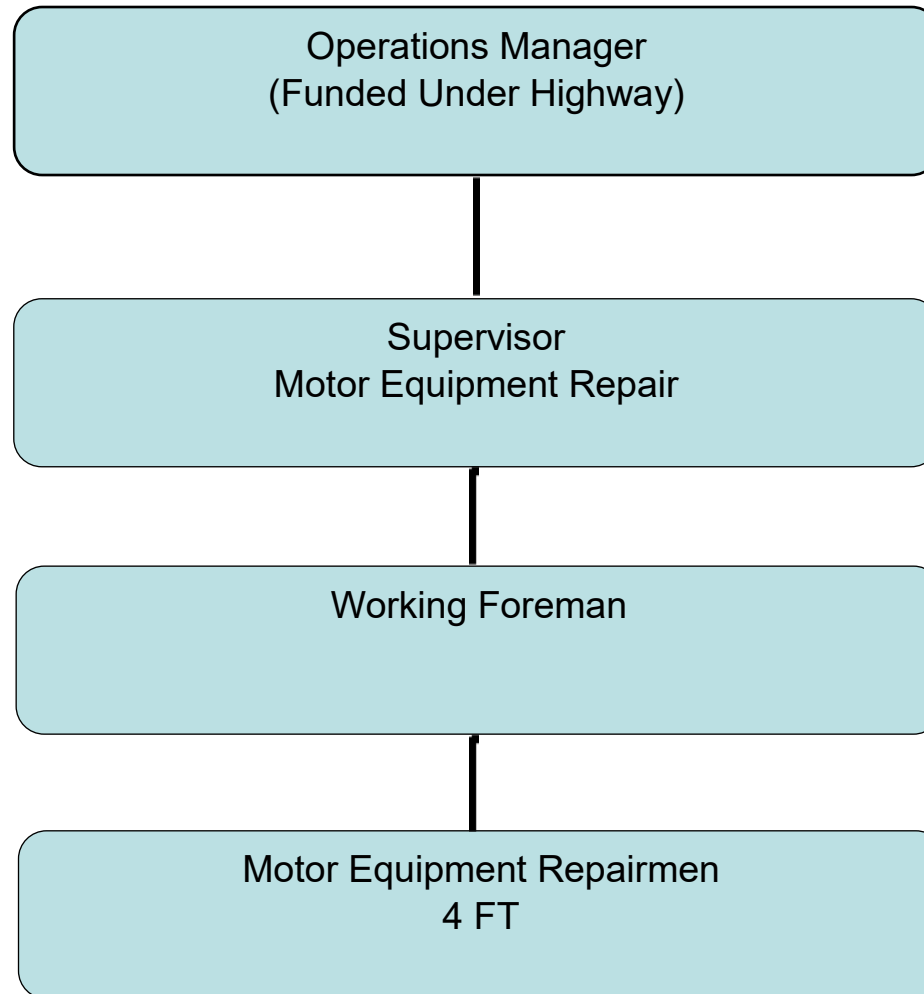
- Funding for new fleet management software was successfully secured through MIIA grant and the software (Fleetmate) was purchased and installed on the Town's computer network system.
- Began training on the new software specifically with regard to:
  - Importing the Town's fleet data in the software.
  - Identifying the appropriate preventative maintenance services that are required for each vehicle in accordance with manufacturer recommendations and entered them into the software.
- Provided preventative maintenance and repairs on 150 motor vehicles, including vehicles assigned to the other Town departments.
- Maintained snow and ice vehicles during snow events.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Motor Equipment Repair</b>				
Personnel Services	399,149	433,629	415,062	409,015
Expenses	172,198	126,475	184,500	184,500
<b>Total</b>	<b>571,347</b>	<b>560,104</b>	<b>599,562</b>	<b>593,515</b>

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Motor Equipment Repair</b>				
Managerial	1	1	1	1
Clerical	0	0	0	0
Professional/Technical	0	0	0	0
Public Works	5	5	5	5
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>





**Program Description**

The Administration Division oversees the contracted maintenance of the Town streetlights. In 2006, the Town purchased the streetlights from NSTAR (now Eversource) and has since realized considerable savings by contracting out maintenance work. This budget also covers the costs of electrical power usage and the contracted maintenance of traffic signal systems, which is overseen by the Engineering Division.

**Major Accomplishments for 2017**

- Replaced lights in Municipal Parking Lot (RR Lot).
- Completed installation of MassDOT signal project at intersection of Massachusetts Ave/Pleasant St/Mystic Street. Project also included new street lighting at pedestrian crossings.

**Budget Statement**

The Expense budget is increased by \$45,000. The additional funds are requested for increased maintenance including the painting older equipment and signal poles.

**PROGRAM COSTS**

Street Lights/ Traffic Controls/ Fire Alarm System	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Personnel Services	-	-	-	-
Expenses	198,000	160,000	205,000	205,000
<b>Total</b>	<b>198,000</b>	<b>160,000</b>	<b>205,000</b>	<b>205,000</b>

**FY2019 Objectives**

- Develop and institute program to paint older traffic lights and streetlights throughout Town.





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# COMMUNITY SAFETY

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POLICE • FIRE • SUPPORT SERVICES •  
INSPECTIONAL SERVICES

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### Program Description

The Police Department has the following primary responsibilities:

- Protection of the lives and property of all citizens.
- Preserve the peace.
- Prevention of crime and disorder.
- Identify and prosecute violators of the law.
- Plan for and supervise public safety at special events, parades, elections, etc.
- Respond to and manage all critical incidents and emergencies.
- Support regional and national homeland security strategies.
- Collaborate with community stakeholders to creatively address quality of life concerns and the fear of crime.
- The protection of the individual rights of all persons within the Town of Arlington.

#### The Police Mission:

To promote, preserve, and deliver quality services and to ensure the safety of **ALL** members of our community.

#### Our Values:

This mission is a commitment to quality performance from all members. It is critical that all members understand, accept, and be aligned with the responsibilities established by this mission. It provides the foundation upon which all operational decisions and organizational directives will be based. Directives include rules, regulations, operating policies, procedures, and practices.

This mission represents the commitment of this administration to the concepts of quality performance management. In other words, members are expected to work consistently in a quality manner in the daily performance of those duties, job responsibilities, and work tasks associated with this mission. Quality manner means that performance outcomes comply with the performance standards established for the Arlington Police Department and for each associated member.

### Program Description (cont.)

Examples of performance standards include the oath of office, code of ethics, rules, policies, procedures, directives, general and supervisory orders, work productivity, and behavior.

Each member is required to accept the responsibility for the achievement of this mission and publicly register his or her commitment to it and to the concepts of quality service.

#### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Police</b>				
Personnel Services	7,262,693	7,511,906	7,494,520	7,494,520
Expenses	743,814	702,970	720,070	720,070
<b>Total</b>	<b>8,006,507</b>	<b>8,214,876</b>	<b>8,214,590</b>	<b>8,214,590</b>

#### STAFFING

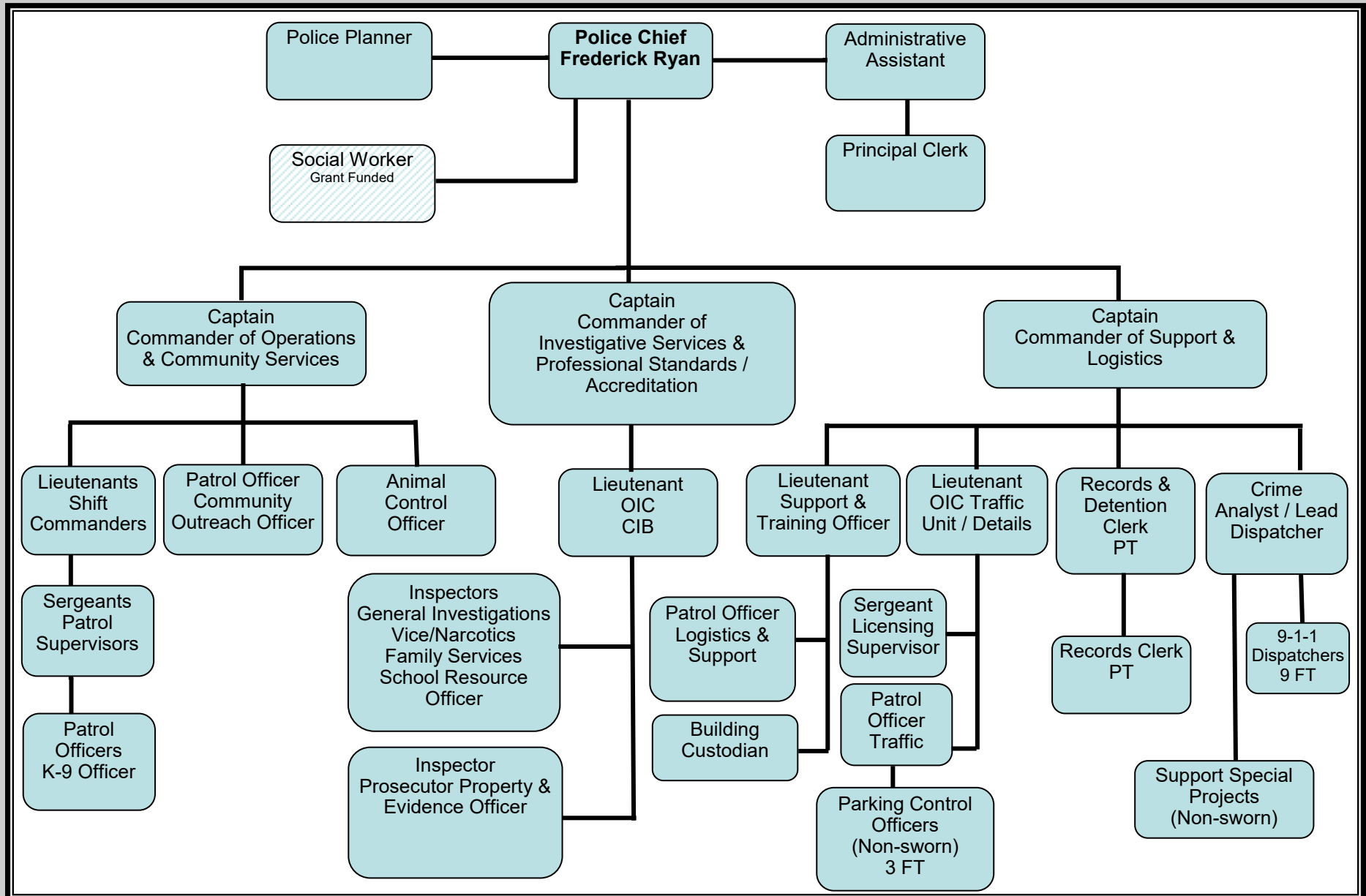
	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Police</b>				
Chiefs	1	1	1	1
Captains	3	3	3	3
Lieutenants	6	6	6	6
Sergeants	9	9	9	9
Police Officers	49	49	49	49
Parking Control Officers	2.35	2.65	2.65	2.65
Animal Control Officer	1	1	1	1
Social Worker		0.5	0.5	0.5
Dispatchers	10	10	10	10
Clerical	4.31	4.31	4.31	4.31
Custodial	1	1	1	1
<b>Total</b>	<b>86.66</b>	<b>87.46</b>	<b>87.46</b>	<b>87.46</b>



## Budget Statement

The Department consists of the following divisions and work units:

- The **Support Services Division** manages information technology and records, Enhanced 9-1-1, firearms licensing, training, facilities and the fleet, and distributes weapons and all other supplies.
- The **Community Services Division (Patrol)** patrols all sectors of Town identifying and preventing criminal activity and maintains a police presence to serve as a deterrent. This function also serves as the initial investigators and first responders to all critical incidents.
- The **Professional Standards and Accreditation Unit** is responsible for preventing employee misconduct, conducting all internal investigations, and for developing and implementing departmental rules and regulations. This unit is also responsible for ensuring compliance with national standards and police accreditation.
- The **Criminal Investigation Bureau** is responsible for the follow-up investigation of all crimes, domestic violence, family services, and sex offender registry.
- The **Traffic and Parking Unit** is responsible for safety education and enforcement of all laws relating to traffic and parking within the Town. This unit also represents the Police Department on the Transportation Advisory Committee.
- The **Animal Control Officer/Animal Inspector** enforces all laws relating to control and care of animals, investigates reports of cruelty, facilitates conflict resolution pertaining to animal complaints, investigates animal bites, and quarantines animals that have bitten or have been bitten by an unknown source. This unit also provides education and assistance with domestic and wild animals.
- The **Jail Diversion Program** pairs a mental health clinician with police officers to co-respond to mental health emergencies in the community. The Jail Diversion clinician assesses non-violent individuals in crisis, refers clients to all levels of treatment, and links individuals and families to community resources.





### FY2019 Objectives

The Community Services Division patrols all sectors of town, identifying and preventing criminal activity, and maintains a police presence to serve as a deterrent of crime. This division also serves as initial investigators and first responders to all critical incidents and administers all programs aimed at developing partnerships and problem solving in the community.

- Deploy uniformed personnel strategically to provide uniformed police patrol 24 hours per day to promote, preserve, deliver quality police services, and ensure the safety of all members of the community.
- Engage with line and staff officers in renewed strategic planning for the next five year period.
- Increase patrol presence on the Minuteman Recreational Path.
- Seek out technological methods to streamline patrol officer workload and improve delivery of services to citizens.
- Expand upon community partnerships and engage in effective problem solving with the ongoing goal of excellent customer service.
- Use innovative and intelligence-led data driven policing to reduce crime, fear of crime, and increase quality of life for residents.
- Carry out the policy of the Arlington Police Department to develop the leadership skills and competencies of members at every level of the organization.
- Provide professional services to the citizens, while working to minimize the fear and associated with crime.
- Meet with neighborhood groups, business owners, and property owners to address the quality of life issues that arise throughout the town.
- Offer programs for women in self-defense education (R.A.D.)
- Expand upon the relationship with the business community and Chamber of Commerce and implement mutually agreed upon crime prevention and home security programs.

### Performance / Workload Indicators

Community Services (Patrol)	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Robbery	9	7	8	7
Burglary	76	82	86	85
Rapes	9	5	7	5
Motor Vehicle Theft	27	22	23	22
Larceny				
<i>From Building</i>	58	34	48	40
<i>From Motor Vehicle</i>	95	113	117	115
<i>Of Motor Vehicle Parts</i>	10	22	14	15
<i>All others</i>	124	171	132	130
Pickpocket / Purse Snatch	-	5	3	3
Shoplifting	42	26	32	30
Assaults	147	127	140	130
Assault and Battery on a Police Officer	2	7	5	5
Criminal Arrests	189	166	190	180
Criminal Summons	101	106	128	100

### Major Accomplishments for 2017

- Empowered our Supervisors to deploy personnel strategically, based upon crime analysis, to target specific crime areas. Also to provide uniformed police patrol 24 hours per day, 365 days per year.
- Sought out and administered grants, working in partnership with the Board of Selectmen, Health and Human Services, Public Works, Fire Department, School, and the local emergency planning committee.
- Expanded our partnerships and efforts to regionalize efforts with local, federal, and state law enforcement agencies. Continued our efforts as part of human trafficking and child exploitation task force. Presented the My Life My Choice Program to help educate our officers about signs and signals of possible child exploitation.

### Performance / Workload Indicators

Dispatch	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Calls For Service	29,714	28,798	29,542	30,000



### Major Accomplishments for 2017 (cont.)

- Updated bicycle fleet with the purchase of two new pedal bicycles to complement our two Polaris Electronic bikes. This allows officers to use the Electronic bikes to cover a wider range, or to use the pedal bikes to target certain areas in town and also enhance their athletic abilities and health in the process. The bicycle fleet is an extremely valuable resource in our efforts to patrol the bike path and recreational parks in town. It also enhances our Community Policing efforts and allows us to more easily engage the community.
- Developed and hosted our second Citizens Police Academy. The program is designed to give citizens a better understanding about law enforcement and how police officers work with the community. The classes in law enforcement provide a way to educate and develop positive relations with the citizens. It is an ongoing process to build community cooperation, understanding, and goodwill.
- Through the use of our local and federal partnerships, implemented the use of K9 explosive detection dogs for events involving large groups of people. Partnered with Public Works to include the strategic placement of large trucks to prevent unwanted vehicular traffic that could jeopardize the safety of our citizens.
- Our K9 Officer and Patrol dog completed a 16 week Patrol training program in January and finished a six week program for Narcotics detection in June. They continue their outreach to our local schools and have already had over fifty deployments this year.
- Increased the frequency of patrol supervisory inspections of police details
- The Arlington Police Department continued its participation with Regional Critical Incident Stress Management (CISM) Team. The Greater Boston CISM Team was established to facilitate collaboration among eight departments: Arlington, Belmont, Brookline, Cambridge, Chelsea, Everett, Somerville, and Watertown and for the purpose of supporting the officers within these departments. The Team is a resource of specially trained officers who serve as peer support and provide peer counseling to officers who have experienced a traumatic event or may be affected by a loss. These officers received additional advanced training this year. They have been activated over 12 times this year.

### Major Accomplishments for 2017 (cont.)

- Planned and managed several large events including: Arlington Civics Day in March, Senator Donnelly's Wake in April, The Patriots Day Parade in April, K9 Dasty Memorial in August, St. Athansius Greek Church Protests, Town Night and Town Day in September, and the Veteran's Day Parade in November.
- Investigated graffiti related incidents and followed through with By-Law violations when necessary.
- Conducted a Rape Aggression Defense class. The R.A.D. system develops and enhances the options of self-defense through lecture, discussion, and hands-on self-defense techniques. The R.A.D. system is a comprehensive, women only course that begins with awareness, prevention, risk-reduction, and risk-avoidance, while progressing to the basics of hands-on defensive training.
- Partnered with multiple agencies through the Juvenile Detention Alternatives Initiative Collaboration (JDAI) , to seek solutions for an inordinate amount of police resources being used to respond to emergency situations and missing/runaway youths at Germaine Lawrence/Youth Villages and other group homes in Arlington. It involves a partnership with several stakeholders, including the Department of Children and Families, Youth Villages, and the Arlington Police Department.



### FY2019 Objectives

**Professional Standards & Accreditation unit** is responsible for all internal investigations and for the development and implementation of departmental rules and regulations.

- Maintain recently awarded re-accreditation status in compliance with criteria set forth by the Massachusetts Police Accreditation Commission, Inc.
- Expand on the Arlington Opiate Outreach Initiative in an effort to reduce the number of opiate overdoses in the community and decrease the stigma associated with addiction.
- Conduct internal affairs investigations and professional standards reviews as needed.
- Remain committed to early intervention with the goal of reducing absenteeism, poor work performance, and/or misconduct.
- Update policies and procedures to reflect changes in Massachusetts General Laws, Municipal Law Enforcement, municipal bylaws, and as required by the Massachusetts Police Accreditation Program.
- Supervise the Community Prescription Drug Take Back Program at Arlington Police Department.
- Develop and cultivate an effective Employee Wellness Program.

### Major Accomplishments for 2017

- Achieved full state re-accreditation status from the Massachusetts Police Accreditation Commission (MPAC) through a self-initiated evaluation process by which police departments strive to meet and maintain the highest standards of law enforcement practice.
- Steadfast commitment to the Arlington Opiate Outreach Initiative and its goal of reducing opiate overdoses and the stigma associated with addiction in our community. Overdose deaths have been significantly reduced.
- Developed new policies to proactively navigate the department through new and challenging issues that face law enforcement, our community, and personnel.
- Developed a system to more proactively monitor line of duty injury claims.
- Educated personnel in new departmental policies, procedures, and accreditation standards.
- Provided training for personnel in new departmental policies and accreditation standards.
- Implemented newly acquired accreditation software program to assist the accreditation process.
- Assisted Massachusetts Police Accreditation Commission in assessing various departments throughout the state for certification/accreditation compliance.
- Developed a system with the goal to proactively monitoring absenteeism, poor work performance, and/or misconduct.





## FY2019 Objectives

**Criminal Investigations Bureau** is responsible for the follow up investigation of all crimes. The Bureau's goals are the protection of persons, the apprehension and successful prosecution of criminal offenders, the recovery of property, and the prevention of crime through hard work, perseverance, and the use of the most modern forensic technology.

- Identify, prevent, and address High Risk Domestic Violence situations by working with our partners and stakeholders in the Towns' FIRSTSTEP Program and our regional partners at the Cambridge Arlington Belmont High Risk Assessment Team (CABHART).
- Assign an Inspector to follow-up on all criminal complaints filed by the patrol division and those complaints filed with the Department's online report writing system.
- Schedule more frequent criminal investigative briefings with inspectors to enhance productivity and information sharing.
- Complete the ALICE (Alert-Lockdown-Inform-Counter-Evacuate) training for the St. Agnes Community.
- Identify and obtain training for Inspectors to stay up to date with the most current technology available to assist with the identification and prosecution of criminal offenders.
- Have an Inspector assigned as the Police Prosecutor to handle all arrests, civil and criminal motor vehicle citations, and probable cause hearings and to act as liaison between the Arlington Police Department and the various courts along with the Middlesex District Attorney's Office.
- Implementation of the Massachusetts Trial Courts Electronic Application for Criminal Complaint.
- Address controlled substance drug abuse. This includes assigning Inspectors to both the Drug Enforcement Agency (DEA) at the Federal level, and the Suburban Middlesex Drug Task Force (SMCDTF) at the local level.

## FY2019 Objectives (cont.)

- Have an Inspector assigned as the Police Prosecutor to handle all arrests, civil and criminal Motor Vehicle citations, probable cause hearings, and to act as liaison between the Arlington Police Department and the various courts along with the Middlesex District Attorney's Office.
- Assign an Inspector to follow-up on all criminal complaints filed by the patrol division. To include those complaints filed with the Department's online report writing system.
- Work with Communities for Restorative Justice (C4RJ) to offer offenders and victims of crime an alternative to the traditional criminal justice system and increase the volume of referrals made to this program.
- Schedule more frequent criminal investigative briefings with inspectors to enhance productivity and information sharing.
- Develop and implement a modern criminal investigations case management system.
- Fully implement public social media monitoring program.

## Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Licenses to Carry/FID	161	165	221	250
Missing Persons Investigations	455	439	400	400
Domestic Violence	217	333	295	300
Criminal Investigations	1,417	1,370	1,428	1,500
Level 2 & 3 registered Sex Offenders monitored	16	16	19	19



### Major Accomplishments for 2017

- Handled over 1,500 criminal investigations.
- Provided training to the various adolescent group homes to assist with the filing of internet based missing person reports.
- Followed up on over 450 missing person reports filed by various adolescent group homes.
- Conducted spring and fall ALICE Drills at the public schools in town, and began the preliminary training for the implementation of ALICE within the St. Agnes Community.
- Completed the auditing and administration of the Sex Offender Registry for the Town.
- The Family Service Inspector investigated over 250 domestic violence related incidents.
- Conducted Alcohol Compliance Checks at all of the various restaurants and liquor store establishments that have licenses to serve alcohol, with participation from the Arlington Youth Health and Safety Coalition.
- Participated in the destruction of over 900 lbs. of prescription medication collected through the combined efforts of the Drug Take Back Kiosk located in the Police Station Lobby and the Drug Take Back Event.
- Police Prosecutors attended training to use the Massachusetts Trial Court Application for Criminal Complaints.



### FY2019 Objectives

**Traffic & Parking Unit** is responsible for safety education and enforcement of all laws relating to traffic and parking within the Town.

- Use high-visibility enforcement to improve operator compliance and reduce motor vehicle crashes.
- Reduce the number and severity of injuries due to motor vehicle crashes.
- Increase bicycle and pedestrian safety through education and enforcement.
- Increase parking enforcement in the business districts to ensure vehicle turnover.
- Work with and support the Town Manager's Office and The Board of Selectmen's Office with parking, traffic, and other quality of life issues affecting the community.
- Work with the Engineering Department and public and private utility companies to require approved traffic safety plans around all work zones as part of the permitting process.
- Work in conjunction with the School Department and its Human Resources staff to oversee the Traffic Supervisors and to address safety issues around all elementary, middle, and high schools.
- Seek out, apply for, and participate in available traffic enforcement grant opportunities from the Executive Office of Public Safety and Security.
- Continue to work with the Transportation Advisory Committee (TAC) on various transportation related projects.
- Help develop a Traffic Demand Management Plan (TDM) for the soon to be re-opened Lesley Ellis and Gibbs Schools in East Arlington
- Use the available speed awareness monitors as a traffic calming measure.

### FY19 Objectives, cont.

- Continue to collect traffic data, including vehicle speeds, volume, and/or classification as requested.
- Maintain collaborations with outside agencies such as MassDOT (Safe Routes to Schools, Highway Safety Division, etc.) and AAA.
- Maintain, purchase, and arrange for the repair and calibrations of all radar and LIDAR units.
- Expand the School Safety Patrol Program to more elementary schools.
- Continue community outreach on all traffic related matters.

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Traffic</b>				
Hackney Licenses Issued New	26	33	42	35
Parking Violators	12,705	12,466	13,661	14,000
Moving Violations	2,572	1,923	2,634	2,500



### Major Accomplishments for 2017

- Obtained Town Meeting approval to establish a Parking Benefits District in Arlington Center. This will allow significant portions of the funds collected from the recently installed street meters to be directly allocated toward improving travel and the quality of life in Arlington Center. Current projects under consideration for the first phase of improvements include the redesign of the Russell Common Municipal Lot as well as adding benches, bicycle racks, new trash receptacles.
- Significant progress was also made with the design of the Lake Street bike path traffic signal. Two well-attended public meetings were held at Town Hall to present and receive comments at both the 25% and 75% design levels.
- Proposed changes were accepted to remove the confusing Pedestrian Hybrid Beacon that was installed at Mass. Ave., and Swan Place as part of the Arlington Center Safe Travel Project. It was replaced with a full traffic signal that can be coordinated with the recently upgraded signals at Mass Ave. and Mystic/Pleasant Streets. Additional bicycle signal heads have been added as a result of this review process.
- Hosted a presentation at the Arlington Senior Center on Pedestrian Safety in response to the national increase of senior pedestrian being involved in motor vehicle crashes.
- Hosted the statewide Safe Routes to School Fall Forum
- The Arlington Police Traffic Unit attended the Northeast Transportation Safety Conference in Connecticut.
- Instructed The Citizens Police Academy class on traffic safety rules and regulations.
- Work with AAA on projects such as the School Safety Patrol and testifying at the State House in support of traffic-related bills.
- Supported the Board of Selectmen with numerous activities including special alcohol licensing.



### FY2019 Objectives

**The Animal Control Officer/Animal Inspector** enforces all laws relating to control and care of animals, investigates reports of cruelty, facilitates conflict resolution pertaining to animal complaints, investigates animal bites, quarantines animals that have bitten or have been bitten by an unknown source, and provides education and assistance with domestic and wild animals.

- Host rabies vaccination clinics and move to a more easily accessible day and time of the week for residents.
- Work with departments throughout Arlington to promote animal health and safety through educational programs, social media posts, and word of mouth.
- Work with school and young age groups to offer education programs with a goal of creating ongoing long-term learning and kindness for animals.
- Develop an improved system to report lost and found pets.
- Seek out and attend animal control, safety, and education training classes to continue to give the highest level of Animal Control to the Town of Arlington.
- Assess the needs of low income and elderly pet owners for rabies vaccines and/or spay/neuter services. Provide vouchers for no cost spay/neuter services under the Commonwealth's Massachusetts Animal Fund.
- Work closely with the Parks Department and Board of Health in areas of canine control, hoarding zoonotic disease, and rabies control.

### Major Accomplishments for 2017

- Hosted multiple low cost rabies vaccination clinics for both residents and non-residents. Worked with local veterinarians, the Arlington Board of Health, and volunteers from various organizations.
- Presented safe animal handling techniques and animal education for Boy Scout troops, Girl Scout troops, and children/young adult groups in town.
- Attended "Social Media" meetings with town personnel to advertise Animal Control events through social media outlets and to assist with developing new educational tools for public education with regard to domestic and wild animals.
- Worked with Arlington High School to create an intern position for the Animal Control Department.
- Worked with the Recreation Department and Park and Recreation Commission on dog education for the public and increased signage in the parks.
- Administered assistance programs for low cost or free spay neuter services.
- Completed multiple interviews with local media outlets to educate the public on the safety and behavior of domestic and wild animals.
- Contributed animal related postings to the Animal Control social media channels to increase awareness, educate, and assist in reuniting lost pets with their owners.
- Accepted invitation to join the Massachusetts Animal Coalition as the sole Animal Control Officer Board member.
- Accepted invitation to join the New England Federation of Humane Societies as the sole Animal Control Officer Advisory Board member.

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Animal Control</b>				
Animal Complaints	495	843	626	600
Humans Bitten/Scratched by Dogs	6	9	11	10

**FY2019 Objectives**

- Respond with patrol officers to provide crisis intervention and evaluations to Arlington residents in daily and emergency situations.
- Assist officers with residents who are in need of urgent mental health services.
- Work cooperatively and expand services and relationships with the Arlington Health and Human Services Department, Arlington Council on Aging, Arlington Youth Counseling Center, Arlington Youth Health and Safety Coalition, Arlington Public Schools, Arlington Fire Department, the Department of Children and Families, Arlington Housing Authority, Advocates Psychiatric Emergency Services, and the Cambridge Court clinicians.
- Partner with Arlington's 43+ group homes and build on relationships, offering support and resources.
- Provide training to outside agencies on mental health issues.
- Respond to the Arlington Public Schools to provide crisis assessment, crisis counseling, and outside referrals to hospital emergency departments as needed.
- Identify and provide alternatives to arrest and criminal prosecution for persons suffering from mental health and substance abuse issues.
- The Hoarding Response Team will provide our multi-agency HRT program presentation when invited by other towns and organizations to share what we have learned and created.
- Recruit, hire, and train a part time jail diversion clinician to assist the department with all calls involving mental health, substance abuse, and related issues.
- Coordinate the Opiate Outreach Initiative through our two-pronged approach of:
  - Follow up with persons who have overdosed in the community and provide outreach to known substance users identified by patrol officers, the Criminal Investigative Bureau, and Drug Task Force.
  - Continue to host Arlington Addiction Community Training and Support (ACTS) monthly meetings and special events.

**Major Accomplishments for 2017**

- Extended access to Naloxone to substance users and families.
- Trained community members and dispensed Naloxone.
- Provided substance users with options for addiction treatment and resources for medicated assisted treatment.
- Presented The Arlington Opiate Outreach Model in Washington DC at The Comprehensive Addiction and Recovery Act (CARA) Implementation Conference.
- Reduced the number of opiate overdose deaths.
- Reduced the incidents of over-prescribing pharmaceutical opiates by medical doctors and dentists.
- Expanded the frequency of community prescription drug take back days and partnered with other town agencies to collect unused or unwanted prescriptions from homes.
- Shared our program with over 80 other police departments in multiple states.
- Hosted walk-in hours for treatment and Naloxone.
- Was awarded Jail Diversion and Mental health Clinician of the year for exemplary work collaborating with law enforcement by Department of Mental Health and at the annual Law Enforcement Conference.
- Partnered with High Intensity Drug Trafficking Area (HIDTA) to join ODMAPP, which is a mapping system that tracks Opiate Overdoses nationwide.



### FY2019 Objectives

- Recruit, hire, and train four additional police officers to fill vacancies.
- Expand emergency dispatch technology and training using grant funding and resources.
- Partner with Middlesex County Sheriff's Office to provide advanced firearms training through digital scenarios and simulations.
- Strengthen work zone safety partnerships with Town Engineer's office and public and private contractors for continued accident and injury free work zone safety sites.
- Develop and coordinate our third firearms buyback event with community and law enforcement partners.
- Develop and coordinate a refresher active shooter training for all department members.
- Train and implement ICAT (Integrating communication, assessment and tactics), which takes the essential building blocks of critical thinking, crisis intervention, communications, and tactics and puts them together in an integrated approach.
- Purchase and implement Paramount Emergency Medical Dispatch Software with grant funds to assist dispatchers in quickly determining appropriate codes for each case and providing post-dispatch and pre-arrival instructions.
- Purchase tourniquets for personal carry and train officers in their use while on duty to prevent unnecessary loss of life.
- Partner with Massachusetts State 911 to ensure that all wireless 911 calls are directed to Arlington Public Safety Answering Point to ensure the fastest and most appropriate deployment of resources. Currently, wireless calls are directed to The Essex County Regional Emergency Communications Center.
- Expand social media with more followers by targeting community members, business owners, and school departments (focusing on town events, town sporting events, school events) and by posting more real time pictures.
- Work with a consultant/engineer to better understand the long term plan and goals of the radio infrastructure.

### Major Accomplishments for 2017

- Trained all personnel assigned to the Records Room in the 2017 updated Massachusetts Public Records Law and implemented all required changes within the division.
- Processed 38 Solicitor Licenses, 15 Hackney Licenses, and 207 Firearms Licenses.
- Managed hundreds of safety zones with no reported accidents or injuries.
- Trained several officers in ALLERT Active Shooter Response, a 16 hour course designed to prepare the first responded to isolate, neutralize, and distract an active shooting.
- Trained police officers in several specialized training courses including Working with a Transgender Population, Police Officers Response with Autistic Persons, and Behavioral Recognition.
- Expanded our online reporting system to include all group homes in Arlington. This process allows a group home's manager to process a missing person's report online. This permits officers to spend time investigating the report immediately and free up valuable resources.
- Hosted the grand reopening of Arlington Police Headquarters after completing the final phase of renovations. The department welcomed hundreds of visitors for tours, refreshments, and demonstrations.
- Recruited, hired and trained two new Public Safety Dispatchers.
- The hosted the following trainings for participation of our personnel along with police officers from outside agencies and civilians:
  - FBI LEEDA Media Relations
  - Leadership Training for Supervisors
  - Marijuana Training
  - Protective Custody (Alcohol and Drugs)
  - Bicycle Law Training
  - Police Assisted Addiction Recovery Coach Training.
- Partnered with Arlington High School to offer an intern program to senior students who are interested in criminal justice and law enforcement. The program gives students the opportunity to earn school credits while learning all aspects of how the Arlington Police Department functions.



### Program Description

The Arlington Fire Department's primary functions are the prevention of fire, preservation of life and property, and the overall wellness of the community. These functions are achieved through code enforcement and inspections. Being an all-hazards service, the department will respond to and mitigate any emergency to which our customers request our assistance. Planning for local emergencies, whether natural (i.e., hurricanes) or manmade (i.e., terrorist events), has become an integral component of this department's yearly mandate.

The Fire Department is dedicated to the health of our community. Our FF/ EMT's respond with both an ambulance and the closest fire apparatus to assess and mitigate all medical emergencies. Community education, such as the Student Awareness of Fire Education Program (SAFE), and the Juvenile Firesetters Intervention Program (JFIP) helps us contribute to the wellness of our customers.

The Department is broken down into two Divisions, Suppression and Operations. Suppression or line personnel are the 73 firefighters and officers tasked with responding to emergency calls, public education, inspections of property, drills, training, pre-fire planning and the daily maintenance of the Department buildings, apparatus, and equipment.

The Operations Division is made up of the three Fire Officers assigned to day shifts and mainly oversees Fire Prevention, Training, and EMS. The Fire Prevention Deputy oversees building inspections, code compliance, permitting, school safety, public education, and interaction with public vendors, contractors and citizens. The Training Captain is responsible for all Departmental training both internal and external. He oversees and coordinates company training and certifications. He is also responsible for all apparatus, protective gear, and equipment inventory. He serves as the Keeper of Records for the Department. The EMS Captain is responsible for training, maintaining, and certifying all Department Emergency Medical Technicians and Paramedics. He is responsible for all EMS licensing, vehicle certification, and inventory of EMS equipment and supplies.

### Budget Statement

The Fire department is currently staffed at 79 personnel. It is budgeted for 81 personnel. In FY19 there will be 75 personnel assigned to suppression duty, 3 assigned to staff duty, 2 mechanics, 1 administrative assistant, and 1 Chief of Department. We anticipate 4 retirements FY19.

#### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Fire</b>				
Personnel Services	6,929,957	7,019,122	7,027,729	7,157,961
Expenses	447,987	439,900	439,900	439,900
<b>Total</b>	<b>7,377,944</b>	<b>7,459,022</b>	<b>7,467,629</b>	<b>7,597,861</b>

#### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Fire</b>				
Chiefs	1	1	1	1
Deputy Chiefs	5	5	5	5
Captains	7	7	7	7
Lieutenants	15	15	15	15
Firefighters	50	50	50	50
Professional/Technical	2	2	2	2
Clerical	1	1	1	1
<b>Total</b>	<b>81</b>	<b>81</b>	<b>81</b>	<b>81</b>





## FY2019 Objectives

- Continue to provide ancillary programs such as the Fire Investigation Unit, FIU, Junior Firesetter Intervention Program, JFIP, Vial of Life, and Student Awareness Fire Education, SAFE.
- Follow through with Fire and Life Safety Inspections, with the goal of reaching 100% of occupancies in Town with the exception of 1-4 family homes. Ensure that the process continues on an annual basis.
- Collaborate with Arlington High School to implement a volunteer afterschool program to teach students first aid and CPR.
- Upgrade our portable and mobile radio system to be compliant with new FCC regulations.
- Implement a training program, coordinated by the Fire Prevention Division, using both classroom and hands on training for the components of Fire Protection Systems.
- Increase the use of newly purchased tablets to improve inspections, pre-fire planning, and responses electronically on the street.
- Increase and improve Department readiness for responding to new threats including terrorism, mass casualty and hazardous substances through local and regional training.

## Major Accomplishments for 2017

- Researched and designed new water rescue equipment including new boat, ice sled, and protective gear to improve water and ice rescue incidents. Will order with funding from FY18 Capital appropriations.
- Continued to move inspections, fire prevention, hydrant operations (shoveling and testing) and fire pre-plans onto a digital format.
- Inspected all housing in town, with the exception of 1-4 families units, for fire and life safety hazards. Reached 85% inspection rate.
- Expanded our training program to include and utilize surrounding Metro communities for both practical and classroom scenarios.
- Ordered new Fire Engine Pumper to replace aging equipment.
- Took delivery of a Ford F550 Horton Ambulance to replace a 2008 ambulance. The ambulance is outfitted with our first power stretcher, which should prevent patient accidents and reduce staff injuries.
- Training and implementation of new procedures and medications for responses to Opioid overdoses and fentanyl usage.

## Performance / Workload Indicators

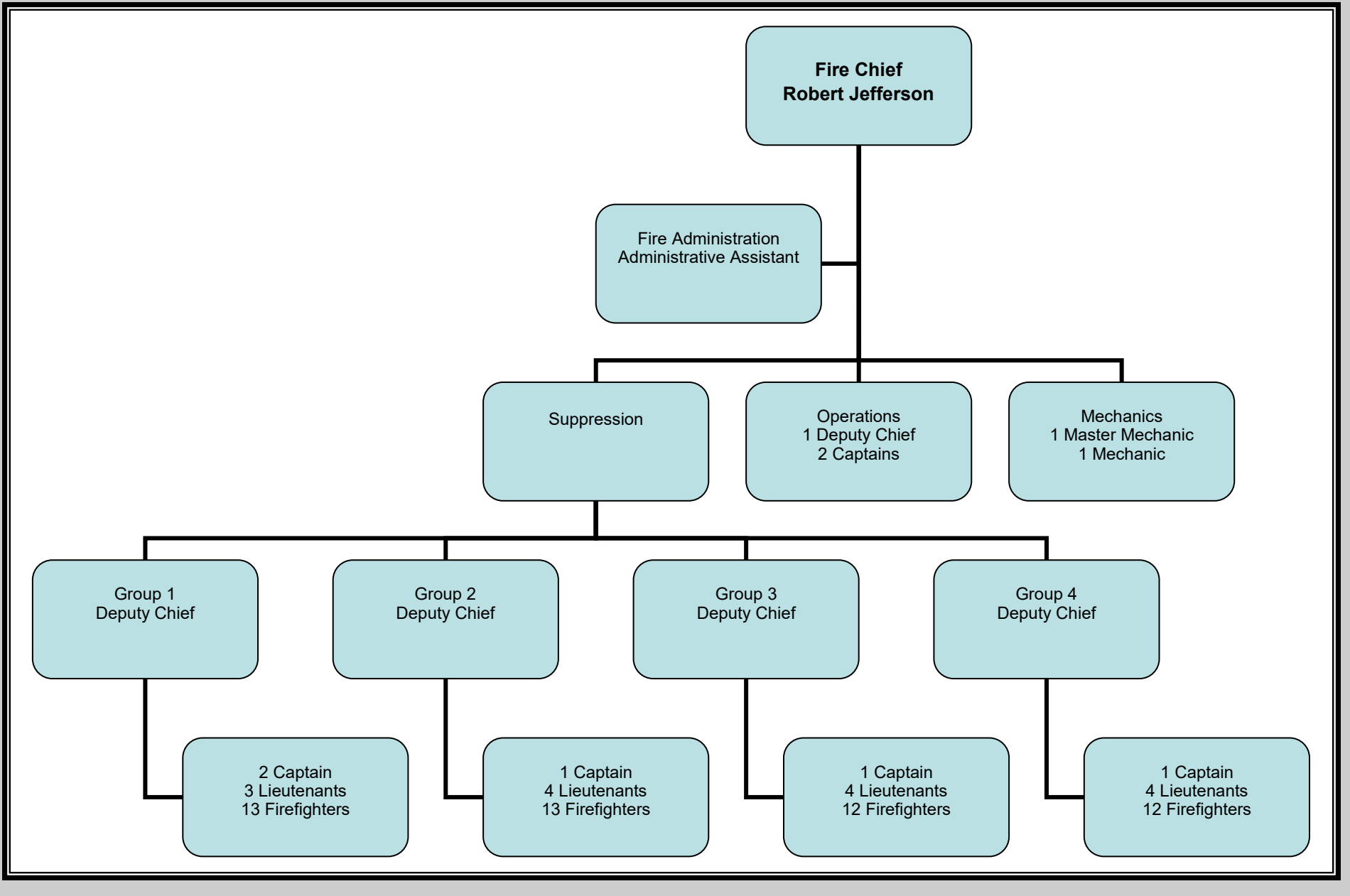
Fire Department	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Emergency Calls	5,175	4,927	5,214	5,127
Rescue Response	2,365	2,768	3,174	3,358
Overlapping Calls	1,368	1,232	1,366	1,301
Private Ambulance ALS/BLS	1,815	2,358	1,278	1,325
Average Response Times	2m 59s	3m 15s	3m 15s	3m 15s
Average Time Rescue Calls	30m 31s	33m 45s	37m 15s	37m 15s
Fire Calls	106	114	92	100
Average Total Time Fire Calls	41m	35m 50s	36m 57s	36m 57s
Dollar Loss Property	8.05 million	7.12 million	13.3 million	12.8 million
SAFE Students Taught	3,015	2,894	3,871	3,800
JFIP Students Counseled	4	5	11	10

## Performance / Workload Indicators

Fire Prevention	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Hours of School Fire Drills	29	30	30	30
Hours of Fire Protection Syst. Inspt.	473	437	776	770
Hours Strategic/Tactical Ops Plan.	32	33	34	32
Permits Issued	1,028	1,076	957	1,000
Permits Issued Revenue	\$58,070	\$70,850	\$50,250	\$53,000

## Performance / Workload Indicators

Fire Training	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Training Sessions	188	216	252	260
Training Hours	940	1,068	1,260	1,300
Total Attendees	2,068	2,085	3,453	3,500





### Program Description

The Inspectional Services Department is responsible for enforcement of the Commonwealth of Massachusetts's Building, Electrical, and Plumbing and Gas Codes, as well as all related regulations, standards, and Town Bylaws. Additionally, the Inspectional Services Department implements strategic projects as assigned by the Town Manager.

### Budget Statement

Inspectional Services has seen a continued rise in activity, and anticipates further growth. With last year's favorable action further regulating construction projects, coupled with joint enforcement of our Vacant Storefront Maintenance Registry, we have added a Local Inspector position adding to our current staff of a Director, one Local Inspector, one Plumbing and Gas Inspector, and one Wiring Inspector.

### Major Accomplishments for 2017

- Inspection and issuance of Certificate of Occupancy for newly renovated Stratton School.
- Permit issuance and inspection of MassSave initiatives such as renewable energy sources, window replacement, air sealing, and insulation projects.
- Inspection and issuance of certificate of occupancy for the Thompson School modular classrooms and addition.
- Review and inspected Solarize Arlington and MassSave initiatives.
- Issued permits for 18 new single-family and 5 new two-family home permits.
- Completion of Arizona Ranch rebuild inspections.
- Assisted the ZBA with appeals processes.
- Addressed growing number of public records requests.
- Assisted in zoning recodification and work group startups.
- Implementation of the new "Good Neighbor" agreement per Town bylaws for certain residential construction projects.
- Performed plan review for the new Tree Bylaw.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Inspectional Services</b>				
Personnel Services	403,932	480,066	483,994	487,086
Expenses	11,883	12,000	12,000	12,000
<b>Total</b>	<b>415,815</b>	<b>492,066</b>	<b>495,994</b>	<b>499,086</b>

### STAFFING

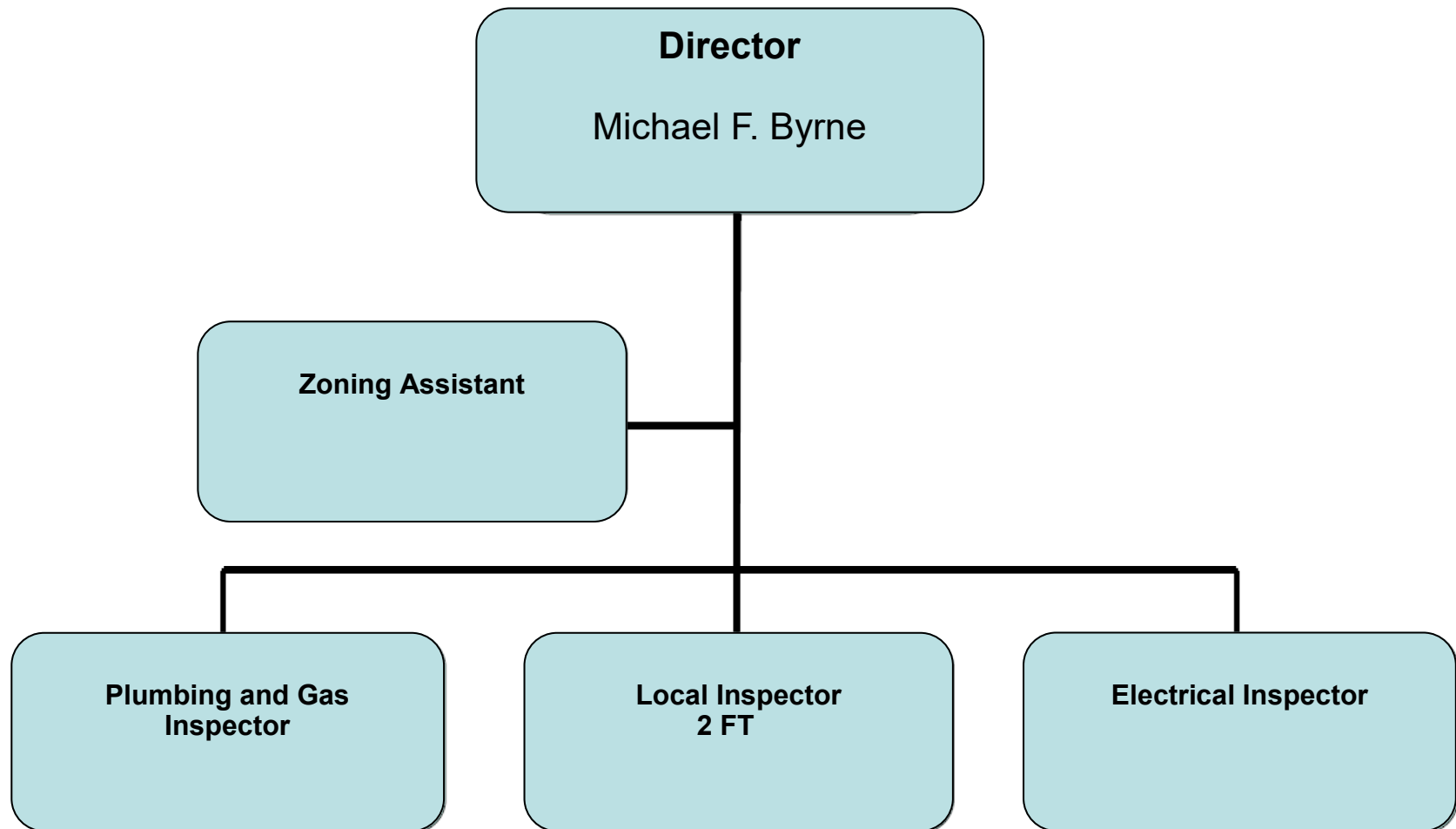
	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Inspectional Services</b>				
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	3	4	4	4
<b>Total</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Inspectional Services</b>				
Building	2,616	3,023	2,404	2,681
Plumbing	1,084	931	849	954
Gas	781	707	638	708
Wiring	1,207	1,426	1,210	1,281
Revenues	\$1,315,417	\$1,701,909	\$1,357,309	\$1,458,211

### FY2019 Objectives

- Assist Zoning Board of Appeals in its consideration of 40B project.
- Continued participation in the Master Plan Implementation Committee, and the Zoning Bylaw Recodification Committee.
- Take on a leadership role in the Residential Zoning Workgroup.
- Work with the Planning Department to administer the Vacant Storefront Registry Program.
- Permit issuance of anticipated 40B projects at Downing Square.
- Communicate with contractors and homeowners regarding the new "Good Neighbor" bylaw requirements.





# LIBRARIES

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### Program Description

The Robbins Library and the Fox Branch Library are vital community centers for all. Library staff, trustees, and dedicated volunteers create opportunities for lifelong learning, personal fulfillment, and enjoyment. The library responds to citizens' needs with services and activities in a welcoming setting built on a history of free and equal access for all Arlington residents. Library staff select, purchase, and process a wide range of library materials including books, periodicals, audio-visual, and downloadable materials. Reference assistance and reader's advisory services are offered in person and via email, chat, and phone. Access is provided to multiple electronic resources and innovative, engaging programs are offered for all age groups.

Library staff maintain efficient recordkeeping for over 200,000 items in the physical collection and access to over 90,000 titles in the digital library through shared resources of the Minuteman Library Network and resources purchased exclusively for Arlington cardholders. The Library promotes curiosity and the love of reading in children, teens, and adults and provides materials and services which support formal learning as well as the desire for entertainment and personal growth.

### FY2019 Objectives

- Use the outcome of the FY18 Reimagining Our Libraries space planning project to determine a direction and timeline for interior renovations at the Robbins Library and Fox Branch Library.
- Identify and explore funding sources for Reimagining Our Libraries renovations, including grant opportunities.
- Provide guidance and support to the Arlington Libraries Foundation as it begins a capital fundraising campaign for the Reimagining Our Libraries project.
- Continue to strengthen Town-wide efforts to make Arlington a cultural destination for residents and visitors by supporting the Arlington Cultural District.
- Initiate a process for a new Strategic Plan for Arlington's Libraries, a requirement of the Massachusetts Board of Library Commissioners for State Aid eligibility.

### Budget Statement

The total projected FY19 budget will meet the state municipal appropriation requirement for library certification, which in turn affords Arlington residents borrowing privileges at local libraries and through the interlibrary loan system.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Libraries</b>				
Personnel Services	1,764,343	1,841,856	1,889,117	1,921,926
Expenses	483,272	537,580	537,580	537,580
<b>Total</b>	<b>2,247,615</b>	<b>2,379,436</b>	<b>2,426,697</b>	<b>2,459,506</b>



### Major Accomplishments for 2017

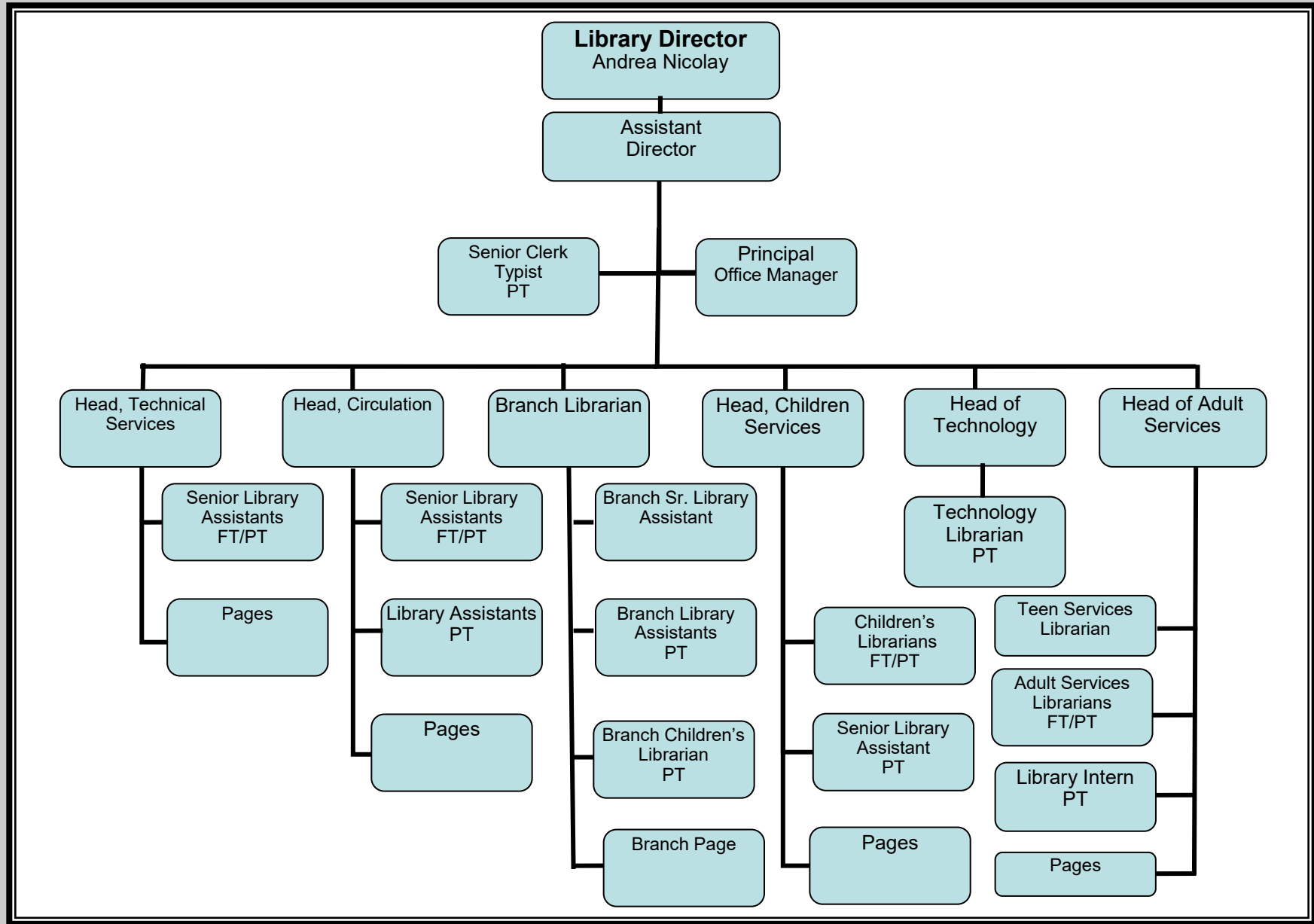
- Kicked off the Reimagining Our Libraries space study for Robbins Library and Fox Branch Library with public meetings and a Town-wide survey.
- Increased weekend library services in September 2017 with Fox Library hours on Saturdays, 9-5. Saturdays at Fox continue through June and are supported with funding from the Friends of Fox.
- Enhanced Children's programming to meet the needs of weekend library users at the Robbins Library and at Fox Library.
- Introduced a World Languages collection in the Children's Room, a more inclusive and user-friendly reboot of the Foreign Language collection in : Chinese, French, German, Hebrew, Italian, Japanese, Polish, Russian, Slovak, Spanish, Swedish, and Turkish.
- Partnered with ACMi to launch The Library Show, a periodic program showcasing library services.
- Held second year at capacity of the Girls Who Code club for girls in grades 6-12 who are interested in entering the field of technology and introduced Hour of Code program open to all teens.
- Conducted Talking about Diversity with Diverse Books workshop for staff of the Bishop and Dallin schools, focusing on fostering inclusive classrooms through diverse children's literature.
- Partnered with the Chamber of Commerce in the tote bag giveaway for new Arlington residents, resulting in 37 new library cardholders.
- Coordinated a coalition effort toward the designation of the Arlington Cultural District by the Massachusetts Cultural Council in August 2017. District goals: 1) attract artists and cultural enterprise; 2) create a stronger partnership between the business community and the non-profit and civic sectors; 3) encourage job development and economic vitality; 4) establish tourist destinations; 5) preserve and reuse historic buildings; and 6) enhance property values.
- Engaged residents and visitors in community dialogue through the Arlington Reads Together event series in March. Programs and discussions highlighted gender diversity and the transgender experience, inspired by *Becoming Nicole* by Amy Ellis Nutt. Over 400 people attended the headline event with Nicole Maines at Town Hall.

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Libraries</b>				
Managerial	1	1	1	1
Clerical	14.62	14.62	14	14
Professional/Technical	13.4	13.79	15.65	15.65
Custodial/Bldg. Maint.	0	0	0	0
<b>Total</b>	<b>29.02</b>	<b>29.41</b>	<b>30.65</b>	<b>30.65</b>

### Performance / Workload Indicators

Library	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Circulation of materials	686,036	694,149	666,966	670,000
eContent Circulation	49,760	62,879	64,631	65,000
Interlibrary loans processed	141,725	145,677	143,729	140,000
Reference questions answered	87,875	89,729	89,480	90,000
Children's programs	302	436	451	450
Adult and YA programs	169	217	228	230
New items ordered and processed	18,422	17,904	18,226	18,300
Visits to Robbins Library	300,291	296,367	286,667	300,000
Uses of Meeting Rooms	1,020	1,099	1,136	1,200







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# HEALTH AND HUMAN SERVICES

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BOARD OF HEALTH • VETERANS' SERVICES •  
COUNCIL ON AGING

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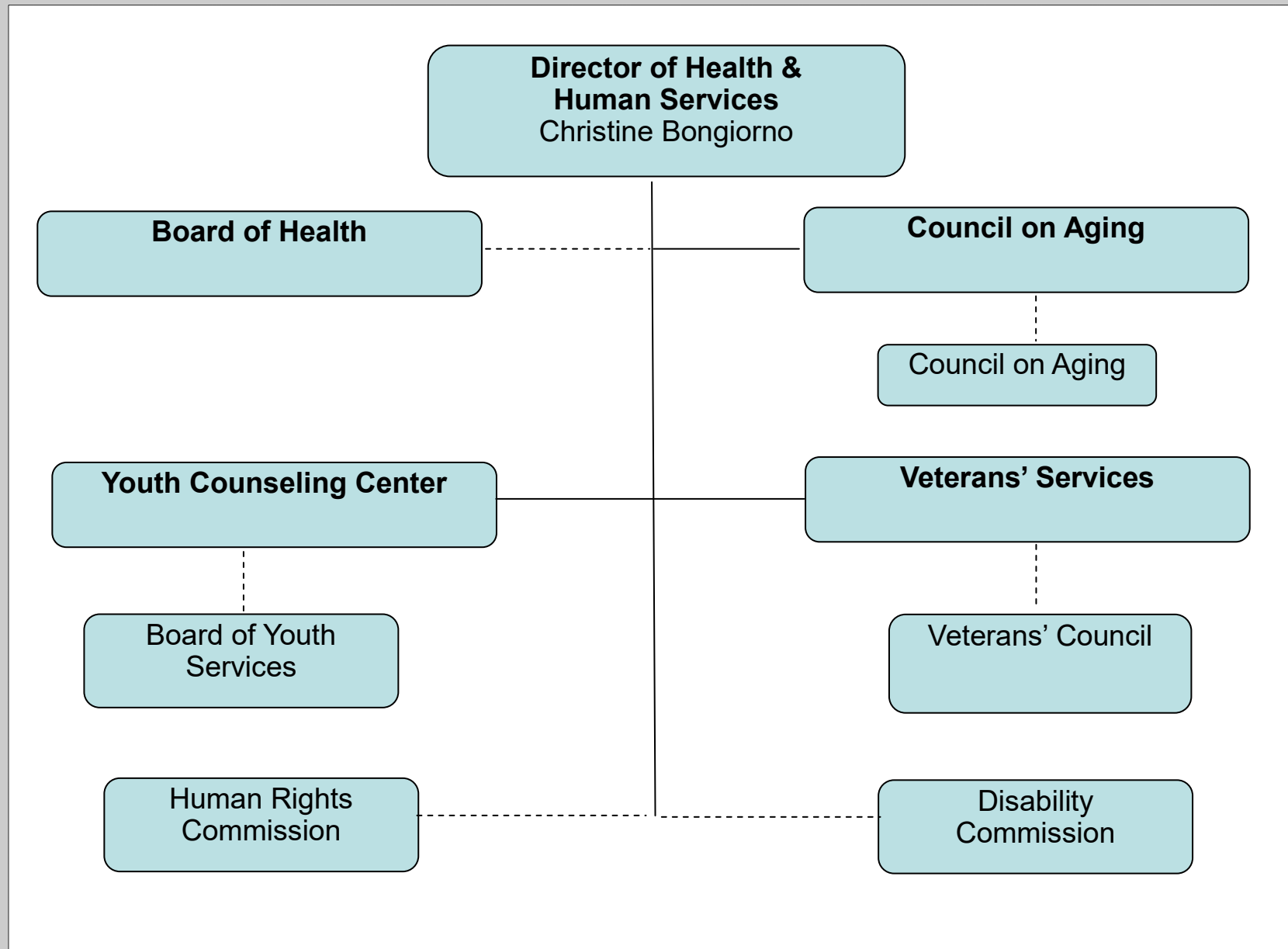
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### Program Description

The Department of Health and Human Services (HHS) is responsible for the health, safety, and wellbeing of all Arlington residents. The divisions that fall within HHS include:

- Health Department
- Council on Aging
- Arlington Youth Counseling Center
- Veterans Services

Additionally, the HHS coordinates the activities of the Board of Youth Services, Council on Aging, Human Rights Commission, Disability Commission, Board of Health, Widows Trust Commission, Youth Health and Safety Coalition, Health and Human Services Charitable Corporation, Food Pantry, and Heating Assistance Program.

The Health Department is the lead division within Health and Human Services. The Health Department is required by state and local laws to perform many critical duties related to the protection of public health. These duties cover a wide range of public health control and prevention activities including: disease surveillance, the promotion of safe and sanitary conditions in housing, recreational facilities, and food establishments, elimination of nuisances, protection of the environment, and numerous other federally and state mandated responsibilities.

### FY2019 Objectives

Health and Human Services:

- Continue to develop partnerships with local universities to increase capacity to provide services to residents while training future leaders in public health. Department will partner with four universities.
- Work in partnership with community partners to close the Supplemental Nutrition Assistance Program (SNAP) Gap by an additional 20%.
- Complete department-wide strategic plan.
- Apply for another Public Health Associate from the Centers for Disease Control.
- Serve as a satellite MBTA Youth Pass program site for youth in need under age 24.

Health Department:

- Continue to implement rodent control interventions.
- Roll out and implement a new version of the FDA Food Code to retail food establishments, as well as introduce a new electronic software system for conducting food inspections.
- Implement a community education campaign highlighting the work conducted by the Health Department throughout the year.
- Continue to seek grants for complying with the FDA's Voluntary Retail Food Standards program.
- Work on Public Health Accreditation.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Health &amp; Human Services</b>				
Personnel Services	353,239	425,891	431,759	439,117
Expenses	32,761	49,700	98,200	98,200
<b>Total</b>	<b>386,000</b>	<b>475,591</b>	<b>529,959</b>	<b>537,317</b>

### Budget Statement

The personnel increase accounts for existing step increases. The final budget is subject to the outcome of collective bargaining.

The expense budget increased to fund expanded rodent and mosquito control programs.



### Major Accomplishments for 2017

#### Health and Human Services:

- Completed the rehabilitation of the historic Whittemore Robbins Carriage House to preserve this historic asset. This project was the first Community Preservation Act funded historic rehab of a Town structure.
- The Arlington Food Pantry became an independently operating non-profit corporation, expanding services to residents in need by more than 30% through offering weekly distribution during daytime and evening hours.
- Received a Race Matters grant to conduct racial equity work within each division of department.
- Conducted a Community Health Needs Assessment to determine priority health needs of community.
- Obtained a grant from the Department of Transitional Assistance to enroll residents in the federal Supplemental Nutrition Assistance Program (SNAP) through the Council on Aging.
- Partnered with the Boston University School of Public Health to develop three interventions to address top issues facing the department.

#### Health Department:

- Reinstated the Director of Public Health position.
- Partnered with Boston University School of Public Health to assist with the development of a comprehensive rodent control program.
- Sent a health compliance officer to a 3 day Rodent Academy in New York City to learn about best practices in municipal rodent control.
- Adopted the 2013 Food and Drug Administration (FDA) Food Code, to improve upon the Department's retail food inspection program.
- Adopted new dumpster control regulations.
- Educated vendors on the newly adopted bylaw which prohibits the use of most plastic bags in Town.

#### Performance / Workload Indicators

Rentals	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Whittemore Robbins House Events	31	30	30	25
Town Hall Auditorium Events	119	125	75	87

#### Performance / Workload Indicators

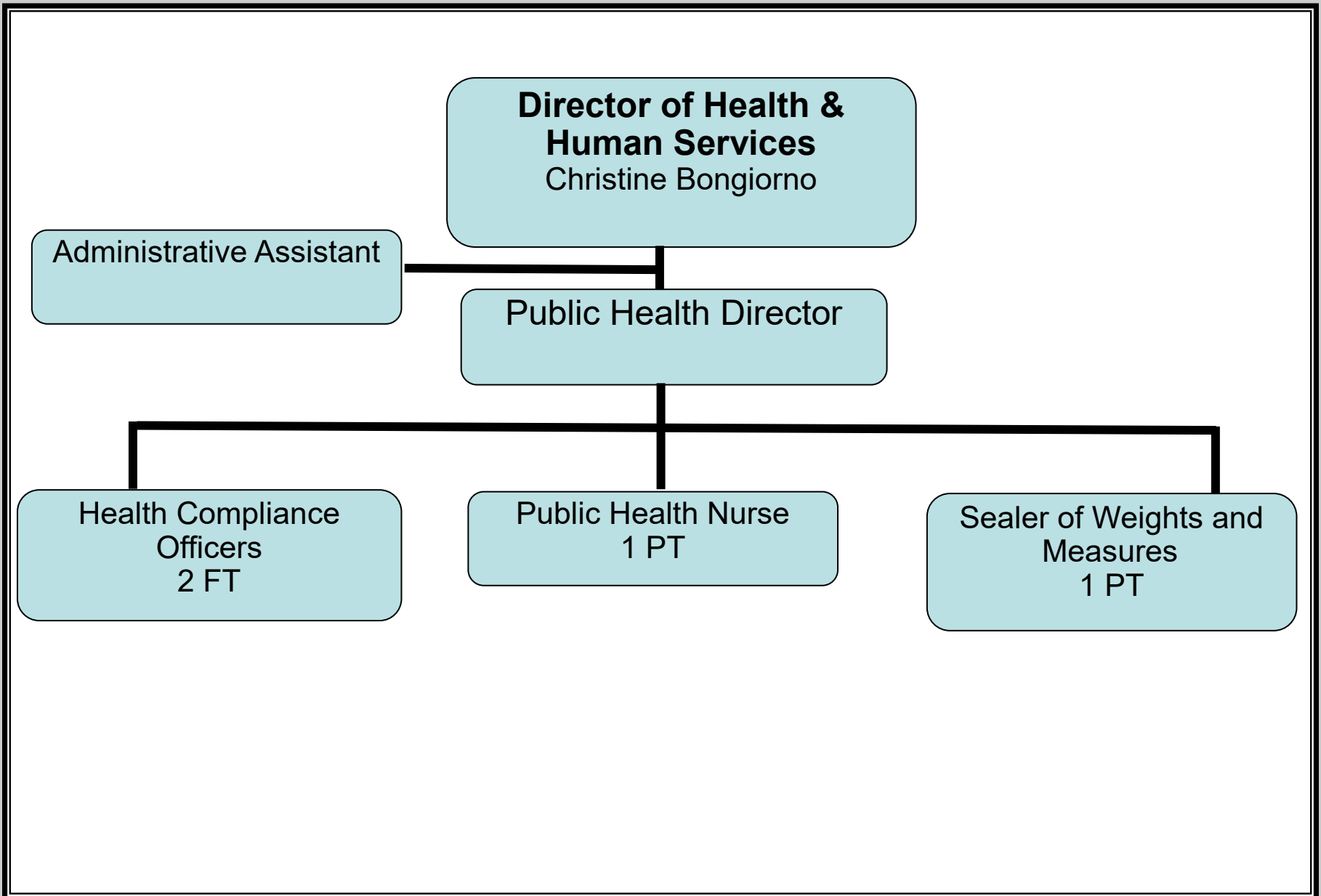
Health Department	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Food Inspections	508	515	464	500
Tobacco Compliance Checks	60	81	73	75
Tanning Establishment Inspections	1	1	1	1
Biotech facility Inspection	-	-	-	1
Body art establishment Inspection	-	-	-	1
Camp Inspections	5	8	9	10
Dumpster Inspections	-	-	148	100
Keeping of hen Inspections	13	20	18	20
Body work establishment Inspection	3	1	1	1
Demolition Inspections	16	24	21	20
Housing Inspections	175	82	76	100
Ice Rink Inspections	1	1	1	1
Power sanding Inspections	-	9	2	10
Public Pool Inspections	15	12	12	15
Public Beach Inspections	9	4	4	4
Resident Complaints	300	226	310	350
Sealer of Weights and Measures Inspections	659	571	555	565
Communicable Disease Investigation	363	350	278	300
Flu Vaccinations Administered	2,276	1,669	1,301	1,350

#### Performance / Workload Indicators

Health & Human Services	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Food Pantry Average Monthly Distribution # ppl served	200	240	404	600
Assistance Program - Families served	73	100	108	100

#### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Health & Human Services				
Managerial	1	1	1	1
Clerical	0.7	1.0	1.0	1.0
Professional/Technical	2.5	3.4	3.4	3.4
<b>Total</b>	<b>4.2</b>	<b>5.4</b>	<b>5.4</b>	<b>5.4</b>





### Program Description

The Commonwealth of Massachusetts began providing services for veterans following the Revolutionary War. In 1861, the Legislature formalized Chapter 115 and established the Department of Veteran Services. By directive, each community in the Commonwealth is required to maintain a Veterans' Service Department to provide benefits to veterans and dependents.

Benefits are available through the state (Chapter 115) as well as from federal agencies (Veterans' Administration) and other local resources. State benefits provide financial and medical assistance for veterans and dependents. Additional financial services for food, shelter, clothing, and housing are also available. Bonuses and annuities are available to veterans that provided wartime service. Annuity payments are made to 100% service connected disabled veterans and Gold Star survivors. Support services are provided for military funerals and resources for education and employment benefits, and housing services.

Support services are provided to veterans seeking federal level benefits. The Veteran Services Officer assists veterans in filing applications seeking service connected disability compensation. Assistance is provided to veterans seeking federal pensions for non-service connected medical pensions. Additionally, the department provides support and direction to veterans seeking access to the VA Healthcare System.

### Budget Statement

Over the past 12 month period, there has been a slight decrease in the number of veterans and dependents seeking state Chapter 115 Benefits, as the numbers of World War II veterans and surviving spouses seeking benefits continue to dwindle. We anticipate a decrease in veterans seeking Chapter 115 benefits as Korean and Vietnam era veterans/dependents become our primary veteran population in need of support services.

Per the Department of Veterans' Services (DVS) statistics, the number of active cases (veterans and or dependents currently receiving state Chapter 115 benefits) has decreased to 56 cases. The average monthly expenditures for Chapter 115 Veteran Benefits for FY 2016 were \$30,150. Currently, the average monthly expenditures for Chapter 115 Veteran Benefits for FY 2017 decreased to an average of \$25,762 per month.

It is important to note that the Commonwealth of Massachusetts reimburses Arlington a minimum of 75% of all approved expenditures for Chapter 115 Veteran Benefits. All requests for emergency services as well as other special services such as housing services are reimbursed at 100%.

In addition to managing the Chapter 115 benefits program, the Director has seen a steady increase in the number of veterans and dependents seeking federal Veteran Administration (VA) benefits and services through service connected disability claims and pensions. Currently, 289 Arlington veterans and dependents receive tax-free VA benefits totaling \$362,543 per month.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Veterans' Services</b>				
Personnel Services	60,990	64,623	70,064	70,064
Expenses	279,597	378,577	340,268	340,268
<b>Total</b>	<b>340,587</b>	<b>443,200</b>	<b>410,332</b>	<b>410,332</b>

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Veterans' Services</b>				
Managerial	0	0	0	0
Clerical	0	0	0	0
Professional/Technical	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**Major Accomplishments for 2017**

- Following the completion of the largest GIS mapping project in Town history, the department revamped the annual Memorial Day Flags on Graves Program. This process reduced the amount of time to place flags on graves from weeks to days. Citizens placed approximately 5,000 flags on veterans' graves at Mt. Pleasant Cemetery.
- The Town was designated as a Purple Heart Community. During a ceremony conducted by the Board of Selectmen, members of the Veterans Council along with Gold Star parents and Purple Heart recipients gathered for the reading of a special proclamation. The Board proclaimed Arlington as a Purple Heart Town and designated Massachusetts Avenue as its official Purple Heart Avenue.
- The Director served as Chair of the Veterans Council leading six other members. The council addressed issues related to veteran memorials, the review and development of policies pertaining to veterans and future projects to promote Arlington and its veterans.
- The Director began the first phase of a project to archive military war records currently stored in Town Hall. This phase scans documents to create a database that captures the military service records of Arlington veterans and military records dating back to the Revolutionary War. Once the database is complete, the public will have access to search redacted military records (removing personal identifying information). Residents will be able to submit additional documents, photos and letters associated with a specific veteran to create a living database.
- The Director was elected as President of the Massachusetts Veterans Service Officers Association. In this capacity, he works with state and local officials throughout the Commonwealth representing the 250+ Veteran Service Officers that provide services to the 351 cities and towns across the state.
- The Director participated in speaking engagements to promote veteran benefits and services. He participated in a monthly television show "Sound Off" to provide insight into state and federal benefits.
- The Director, working in conjunction with the state, began utilizing the *VetraSpec* system for filing federal Veterans Administration (VA) claims. This system allows same-day delivery of claims to the VA, thereby reducing processing times.

**Performance / Workload Indicators**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Veterans' Services</b>				
Department of Veteran Services Clients (DVS)	60	70	54	52
Department of Veterans' Assistance Clients (VA)	125	150	289	325

**Major Accomplishments (cont.)**

- Federal Veterans Administration (VA) funds for service connected disabilities or VA pensions can reduce both local and state expenditures for clients currently enrolled in the state veteran benefits program. All VA funds received are tax-free and infused back into the local economy. In the most recent data published by the VA accounting department (October 2015), there were 289 Arlington residents receiving VA funds, totaling \$317,463. Since October 2015, the Director has filed an additional 108 claims for VA benefits, with estimated revenues exceeding \$500,000.

**FY2019 Objectives**

- Continue to increase awareness of veteran benefits through local media and various social media outlets.
- Provide support services enabling veterans and dependents to seek benefits and services via federal, state and local avenues to enhance and maintain quality of life.
- Continue to provide support for veterans seeking assistance filing for state and/or federal level benefits beyond veterans benefits including food assistance, heating assistance, widows assistance and tax assistance.
- Conduct Memorial Day and Veteran's Day ceremonies as well as other events honoring the service of our local veterans and families.
- Work with other Town departments for the upgrade and repair of existing veteran memorials in Arlington.





Health & Human Services Director  
Christine Bongiorno

Veterans' Agent  
Director of Veterans Services

Veterans' Council



### Program Description

The Council on Aging, a division of the Department of Health and Human Services, is a community based social services organization for the seniors in Arlington and connects seniors to appropriate services within the community. The agency's primary responsibilities are to provide information and referral, develop health and wellness programs, provide a sense of well-being through social programs, and promote civic engagement.

The Council on Aging is supported by a Town appointed board consisting of nine Arlington residents and the Friends of the Arlington Council on Aging.

### Budget Statement

The budget presented represents a conservative and incremental effort to address the growing population of those 60 years and older who reside in Arlington. The increase of 7 hours per week for the Social Work II position will create greater opportunities to further connect our seniors to social services.

The organization continues to leverage nurse interns and social work interns with the municipal budget in order to accomplish its mission.

### FY2019 Objectives

- Implementation of the Age Friendly Community initiative.
- Continue to expand community partnerships.
- Identify offsite programming sites to maintain programs and services, if and when the Senior Center renovations occur.
- Secure partnerships with at least two additional colleges/universities for internships.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Council on Aging</b>				
Personnel Services	218,158	253,253	269,643	272,375
Expenses	13,770	21,000	29,500	29,500
<b>Total</b>	<b>231,928</b>	<b>274,253</b>	<b>299,143</b>	<b>301,875</b>

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Council on Aging</b>				
Managerial	1	1	1	1
Clerical	1	1.50	1.50	1.50
Professional/Technical	1.11	1.51	1.71	1.71
<b>Total</b>	<b>3.11</b>	<b>4.01</b>	<b>4.21</b>	<b>4.21</b>

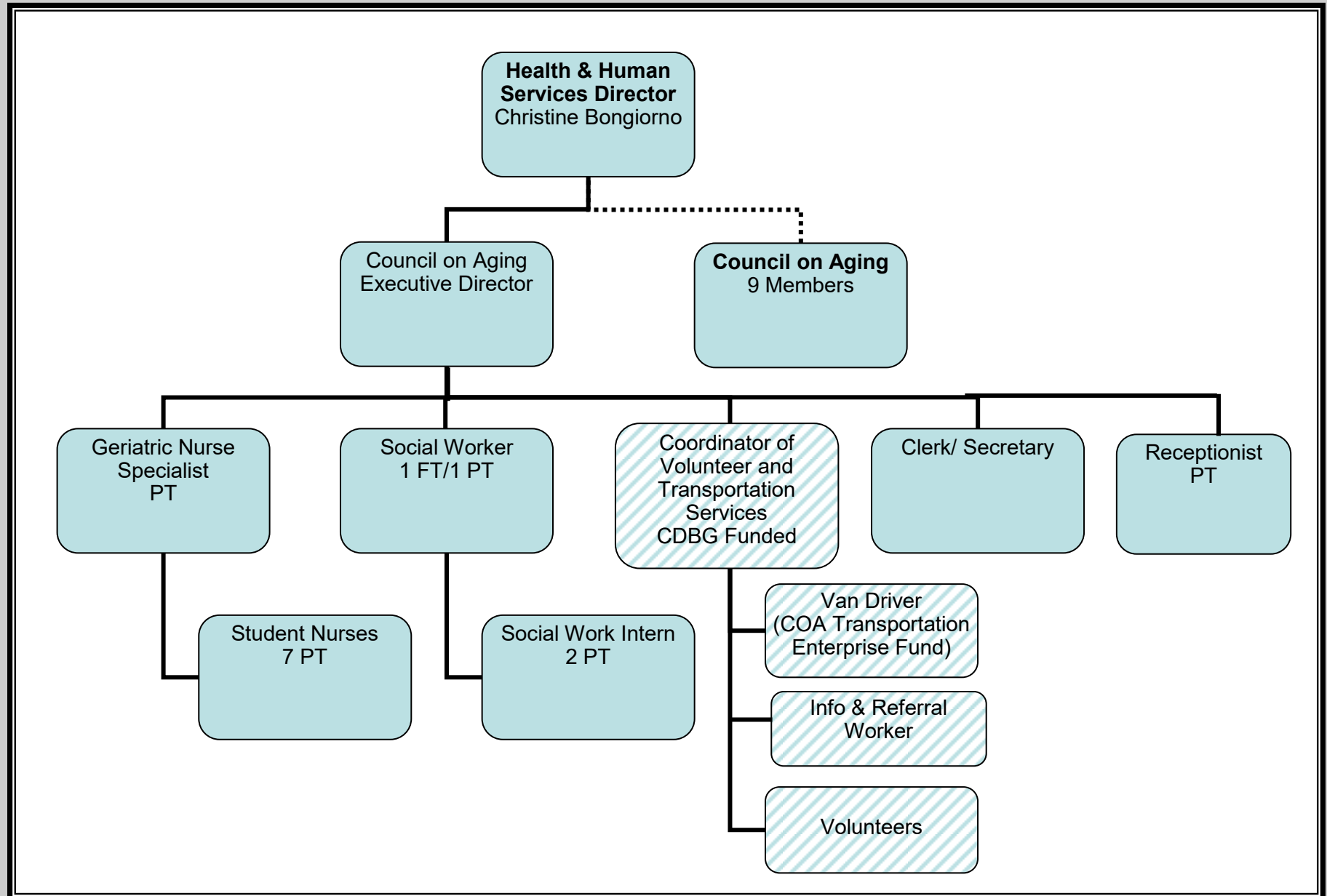


### Major Accomplishments for 2017

- Assumed organization for the annual 5k Race held September 2017 and renamed it to Arlington for All Ages 5K Race.
- Secured additional 14 hours to an existing Social Work position.
- Through Town Meeting added the following programs: Senior Work-Off Program, Veterans' Work-Off Program, Elderly & Disabled Tax Relief Fund to provide property tax relief to eligible residents.
- Secured farm shares through a Lahey partnership to offer 70 Arlington residents free fruits and vegetables for 20 weeks.
- Partnered with Greater Boston Food Bank and the Arlington Food Pantry to secure free groceries once a month to 75 Arlington seniors.
- Partnered with BrightView of Arlington to create a Memory Café in Arlington in order join the network in Massachusetts that offers a program for those with cognitive decline.
- Applied for and awarded a grant through the Department of Transitional Assistance to become a host site for Supplemental Nutrition Assistance Program (SNAP). Arlington is now one of 14 Councils on Aging in the Commonwealth that has this partnership.
- Received a grant from the Hospice Foundation of America to host the PBS version of "Being Mortal" and had 180 in attendance.
- Through a partnership with Operation A.B.L.E., secured a National Senior Network trainee.
- Secured grant funding to pay for a Community Engagement Fellow to assist with the Age Friendly Community initiative.
- Through all department programs and services, 1,906 individuals were served and of those we had 17,199 duplicated units of service.
- Successful in garnering support from community partners to place Council on Aging programs outside of the Senior Center during proposed renovations.

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Council on Aging</b>				
Units of Service Delivered				
Annually	13,500	15,556	16,000	18,750
Volunteers	160	170	165	230





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# NON-DEPARTMENTAL

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RETIREMENT • INSURANCE

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### Program Description

The Arlington Retirement Board is an autonomous 5-person board which oversees the Town pension system under Massachusetts General Law, Chapter 32. Members of the Arlington Contributory Retirement System are active employees for the Town of Arlington, and the Arlington Housing Authority, who qualify for membership and retired employees who have fulfilled the requirements to be eligible to retire and have retired.

The Retirement Office is responsible for processing retirement and disability applications, a monthly retiree payroll, processing of refunds and transfers of annuity savings accounts, employee estimates of potential future benefits and the accounting for expenses, members' deductions and investment activities for the system as mandated by the Public Employees Retirement Administration Commission guidelines.

Non-Contributory Retirees are living retirees or survivors of retirees who had municipal employment that occurred prior to 1939, and are not members of the Arlington Contributory Retirement System. The Non-Contributory Retirees payroll and appropriation are under the jurisdiction of the Town of Arlington.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Pensions</b>				
Personnel Services	-	-	-	-
Non Contributory	60,018	55,322	18,018	18,018
Contributory	10,659,672	11,268,183	11,887,479	11,887,479
<b>Total</b>	10,719,690	11,323,505	11,905,497	11,905,497

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Pensions</b>				
Contributory Enrollees				
Active Employees	774	774	756	768
Retired Employees	609	610	601	607
Non-Contributory Enrollees	4	4	1	1

### Budget Statement

The FY2019 Town total pension appropriation increased by \$581,992 over FY2018. The Non Contributory portion of the budget for FY2018 is at \$18,018 with one Non-Contributory Retiree, a former employees or surviving spouse who worked for the town before 1939 and who therefore never contributed to the Town retirement system but nevertheless receives retirement benefits.



**Retirement Board**

John J. Bilafer, Chairman  
Kenneth Hughes  
Richard Keshian  
Kenneth Steele  
1 Vacancy

**Retirement Administrator**

Richard Greco

**Assistant Retirement Administrator**



## Program Description

The insurance budget comprises the cost of providing the following coverage:

- **Health** insurance for town and school active and retired employees.
- **Life** insurance is required to be provided to all employees in the amount of \$10,000 which is split 50% town funded and 50% employee funded.
- **Medicare** costs are the federally required 1.45% of the salary of all employees hired after April 1986. Employees must also contribute 1.45% of their salary.
- **Indemnity** insurance includes property insurance and automobile insurance coverage. Property insurance is provided for all of the town and school buildings and those that are rented are covered for general liability. Automobile insurance is required for all the town and school vehicles.
- **Public Official Liability** insurance covers all public officials, who in the performance of their official duties, may be sued for those actions.
- **Unemployment** insurance is paid for the actual employees who have been laid off from their positions. Unlike private employers, the town does not pay a premium. The Town hires an outside firm to closely monitor our claims and to appeal any irregularities.
- **Workers' Compensation** covers the costs of employees injured as a result of their employment.
- **The Flexible Benefit Plan** is a Section 125 plan which is provided to the employees for dependent care and health care costs not provided through health insurance coverage. Employees contribute tax free to this plan through payroll deductions. This budget pays for the administration of that plan.

## Budget Statement

In mid-January 2018 the GIC voted to reduce the number of its carriers by half, including the popular Tufts, Harvard and Fallon plan offerings. In response to forceful pushback from labor unions and elected officials, the GIC later reversed that decision. At the time of the publication of this document not only did the GIC restore all of its active plan offerings, it reopened enrollment in the three plans slated for elimination which had

**Budget Statement (cont.)**

closed to new members since July of 2017. Despite the upheaval of the early winter months of 2018, the GIC ultimately imposed very modest rate increases for Fiscal Year 2019.

## FY2019 Objectives

- Monitor GIC trends and work with Union and Retiree leadership to respond effectively to anticipated plan design changes.
- Partner with FSA (Flexible Spending Account)/HRA (Health Reimbursement)
- Work to continue increased use of the Health Reimbursement Account. Review structure of HRA as plans change under the GIC.
- Continue to enhance the new First Point of Medical Contact Program for work-related injuries, saving time and costs in the medical treatment of our employees.
- Continue to offer an opt out program for employees and retirees, which is now utilized by 70 subscribers, thereby providing the Town significant savings.

## PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Insurance</b>				
Group Life	64,501	63,633	63,633	63,633
Group Health	13,876,396	15,351,035	15,020,788	15,020,788
Unemployment Ins.	78,663	200,000	200,000	200,000
Medicare	1,170,114	1,155,000	1,364,821	1,364,821
Indemnity	270,103	297,443	297,443	297,443
Liability	56,514	55,000	55,000	55,000
Workers' Compensation	332,337	500,000	540,000	540,000
Flexible Benefit Plan	64,501	83,368	75,000	75,000
Medicare Penalty	17,314	18,000	18,000	18,000
Opt Out Program	239,400	221,996	215,996	215,996
<b>Total</b>	<b>16,169,843</b>	<b>17,945,475</b>	<b>17,850,681</b>	<b>17,850,681</b>



**Major Accomplishments for 2017**

- Enjoyed rate stability in the third year of our three year contract for life insurance. The carrier has extended our life insurance rate for a fourth year for calendar 2018. The Town has enjoyed rate stability after restructuring the program, conducting an open enrollment, and offering an enhanced benefit to employees.
- Successfully met all reporting requirements under the Affordable Care Act.
- Provided quick and detailed turnaround of requested insurance information for GASB and other reporting purposes.
- Partnered with Employee Unions to develop better informational materials along with in-person information sessions to better educate employees about the Health Reimbursement Account resulting in a 33% increase in utilization in Fiscal Year 2017 over the previous 12 month cycle.

**Performance / Workload Indicators**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Health &amp; Life Insurance</b>				
Health Insurance Contracts Managed	1,909	1,888	1,923	1,905
Life Insurance Contracts Managed	977	992	985	981
Life Insurance Claims Processed	40	16	36	35



### Program Description

The Health Insurance budget provides for the Town's portion of the cost for providing health insurance benefits to all town employees, retirees and surviving spouses. The Town is a member of the Commonwealth's Group Insurance Commission, and therefore Town employees are enrolled in the same health plans as all state employees. The Town pays differing contribution splits based upon plan selection, as demonstrated below.\*

Indemnity Plans (75% employer /25% employee):

Unicare State Indemnity Plan Basic with CIC

Unicare State Indemnity Plan Basic without CIC

HMO Plans (85/15% employees and retirees w/o Medicare):

Fallon Community Health Plan Direct Care

Fallon Community Health Plan Select Care

Harvard Pilgrim Primary Choice Plan

Health New England

Neighborhood Health Plan

Tufts Health Plan Spirit

PPO/POS Plans (80/20% employees and retirees w/o Medicare)

Harvard Pilgrim Independence Plan

Tufts Health Plan Navigator

Unicare State Indemnity Plan/Community Choice

Unicare State Indemnity Plan/PLUS

Medicare Extension Plans:

Harvard Pilgrim Medicare Enhance (75/25%)

Health New England MedPlus (75/25%)

Tufts Health Plan Medicare Complement (75/25%)

Tufts Health Plan Medicare Preferred (85/15%)

Unicare State Indemnity Plan/Medicare Ext. with CIC (75/25%)

Unicare State Indemnity Plan/Medicare Ext. without CIC (75/25%)

Dental Plan:

Delta Dental - Two levels of plan offerings – these plans are paid 100% by the employee.

\*Employees hired after December 1, 2011 are required to pay 25% toward the cost of their plan. Surviving spouses pay 50%.

### Budget Statement

FY2019 will be the seventh full fiscal year that Arlington has received its health insurance through the Commonwealth's Group Insurance Commission (GIC). Over the course of calendar 2017, the Town and Union and Retiree leadership engaged in a process to examine whether it made sense for the Town to leave the GIC commencing July 1, 2018. In the spring of 2017 the Town requested its claims data from the GIC which was in turn used to request proposals from the various health insurance carriers. In August of 2017 the response of the vendors was reviewed: most of the national carriers declined to bid and of the local carriers that responded the least expensive quote was 7.6% (\$1.4 million) higher than an assumed trend of a 6% increase from the GIC. The result of the analysis was the decision to remain in the GIC.

### FY2019 Objectives

- Strategize and implement new ways to provide excellent customer service to employees and retirees in Group Health Commission health plans through information and education.
- Continue to partner with Retiree and Union Leadership to keep abreast of changes make informed decisions about health care options.

### Major Accomplishments for 2017

- Successfully teamed with the School Human Resources staff on the administration of benefit plans and auditing practices ensuring fair and consistent treatment of employees.
- The Department has refined and tightened audits of enrollment in all benefits plans to ensure Town is keeping costs in check. The department regularly conducts quarterly person to person audits of GIC enrollment and deductions. There are approximately 2,000 health insurance contracts to be monitored with multiple plan offerings and multiple splits per plan.
- The Department partnered with the School Human Resources team and Payroll Department to refine its data and streamline administration of Affordable Care Act reporting requirements.



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## SECTION V

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# ENTERPRISE FUNDS



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## ENTERPRISE FUNDS

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WATER/SEWER • RECREATION • ED BURNS ARENA •  
COUNCIL ON AGING TRANSPORTATION •  
YOUTH SERVICES

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### Program Description

The Water and Sewer Division maintains the Town's water distribution system and the sewer collection system. The work involves maintenance and repairs on roughly 130 miles of water mains and 117 miles of sewer mains. Deteriorating and broken pipes are fixed, sewer mains are flushed, hydrants are maintained and flushed, and just under 13,000 meters are billed quarterly.

Water Treatment and supply, as well as sewer treatment, is provided by the MWRA and the Director maintains a voting position on the Advisory Board. User fees support the majority of the Water / Sewer budget with the balance of \$5.59 million coming from the property taxes.

### Budget Statement

The FY19 Budget assumes a 5.0% water rate increase and a 4.5% sewer rate increase.

The request for the Water/Sewer budget is up by \$581,016. The majority of this is driven by an increase in MWRA Assessment costs of \$366,082.

The Department Personnel Services Budget increases by \$87,196, due primarily to step increases and increases to salary offsets paid to other departments. This funding request is subject to change pending the outcome of Collective Bargaining negotiations.

Capital and Debt costs have increased by \$144,176, due to additional loan costs for water and sewer main improvements projects.

### FY2019 Objectives

- Ongoing replacement of all water meters older than 15 years (accounts for greater than 80% of meters in Town).
- Implement new Work Order system which utilizes GIS technology for better tracking.
- Continued support of an annual water main replacement program and the annual sewer improvements program.

### PROGRAM COSTS

Water/Sewer Enterprise Fund	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Personnel Services	2,073,634	2,227,247	2,314,443	2,314,443
Expenses	2,778,566	3,227,832	3,182,446	3,182,446
MWRA Assessment	12,969,684	13,607,851	13,973,933	13,973,933
Capital Expenses	1,956,900	1,722,918	1,867,094	1,867,094
<b>Total</b>	<b>19,778,784</b>	<b>20,785,848</b>	<b>21,337,916</b>	<b>21,337,916</b>

### STAFFING

Water/Sewer Enterprise Fund	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Managerial	1	1	1	1
Clerical	2	2	2	2
Professional/Technical	0.5	1.3	1.3	1.3
Public Works	13	12	12	12
<b>Total</b>	<b>16.5</b>	<b>16.3</b>	<b>16.3</b>	<b>16.3</b>

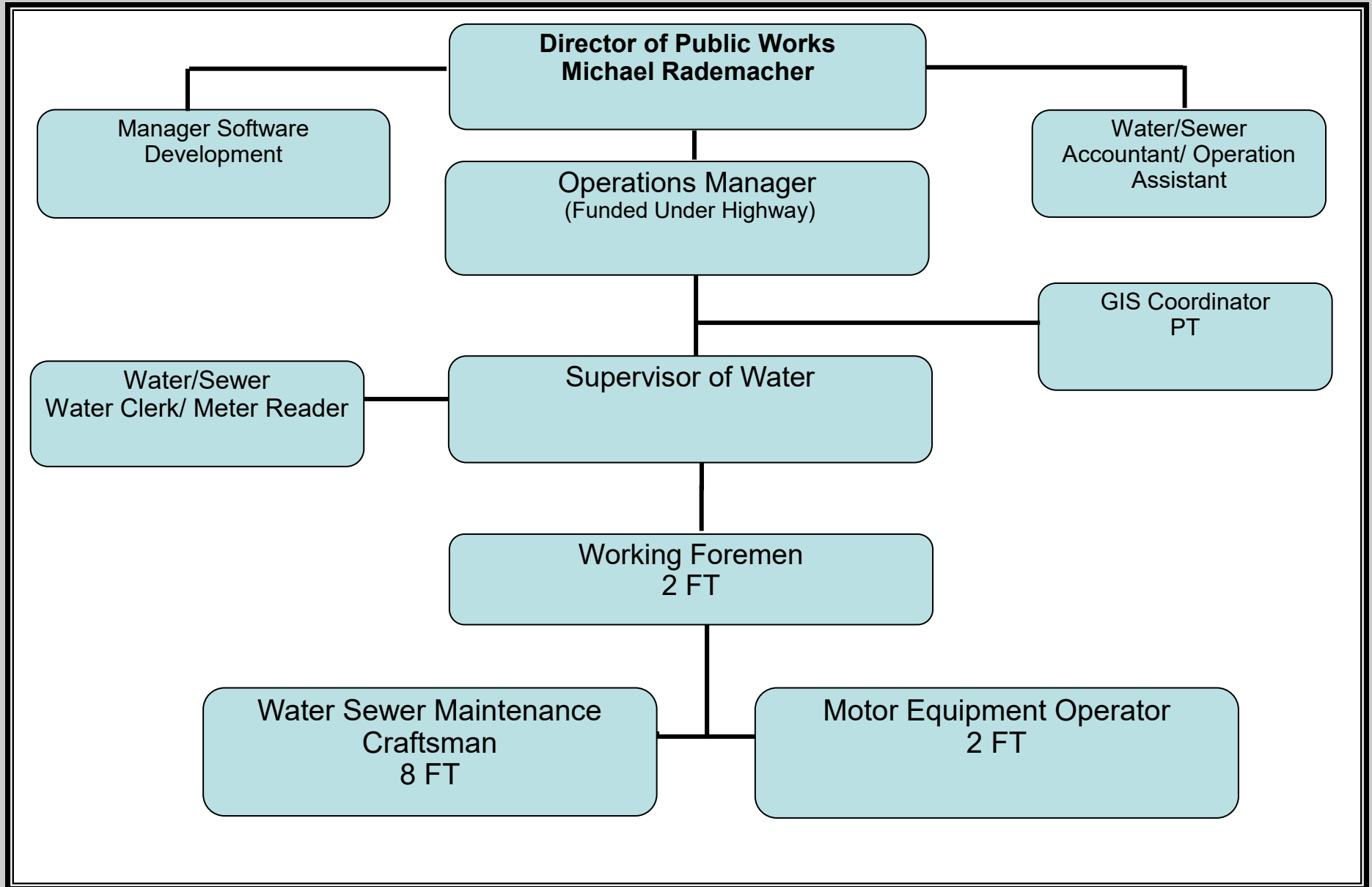


### Major Accomplishments for 2017

- Replaced 2,447 water meters.
- Provided water use data to the Town Treasurer for billing while changing out meters and electronic reporting equipment.
- Repaired water main leaks at 81 locations.
- Repaired water service lines at 60 locations.
- Replaced 18 hydrants.
- Flushed over 121 locations to clear blockages from sewer mains and services.
- Sampled 14 locations weekly for water quality.
- Provided over 418 mark outs for underground excavation work.

### Performance / Workload Indicators

Water/Sewer Enterprise	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Water Meters Read	12,416	12,416	12,685	12,700
Repair Water Main Leak/Break	53	69	81	75
Repair Water Service Leak	79	41	60	65
Repair or Install Meter	173	217	2,447	3,000
Repair or Install Hydrant	40	40	18	20
Catch Basins Cleaned	18	19	25	25
Flush a Sewer Back-Up	108	64	88	80
Replace or Install Sewer Pipe	63	73	50	50
Flush a Sewer Main	121	146	56	75
Excavation Mark outs	493	509	418	450
Water Quality Test Sites	14	14	14	14
Water Mains - miles	131	131	131	131
Sewer Main - miles	117	117	117	117
Sewer Pump Stations	9	9	9	9
Fire Hydrants	1,398	1,398	1,414	1,414







### Program Description

Arlington Recreation, a self-sustaining Department of the Town of Arlington, is proud to offer safe, quality and affordable recreational programs and facilities for citizens of all ages and abilities. Our staff members are qualified professionals who are dedicated to serving the residents of Arlington. The primary responsibilities of the Department are to plan, coordinate, and supervise year round recreation and leisure programs. The Recreation Department operates and manages the Reservoir Beach, Ed Burns Arena, North Union Spray Park, and Thorndike Off Leash Recreation Area. The department also rents several spaces in town including school gymnasiums, modular classrooms at Thompson Elementary School for after school programming (through June 2018) and a store front on Massachusetts Ave for preschool programming. The department is continually looking for space to offer programs and child care options for the residents of Arlington. Additionally, the Recreation Department oversees the capital improvements and permitting of all parks and playgrounds in Town under the Park and Recreation Commission's jurisdiction.

### Budget Statement (cont.)

The department will continue to coordinate and supervise capital improvements at our recreational facilities including the rink, reservoir, spray pools, playgrounds, and parks. The Department has been working to address updates to the playgrounds in Town working with both Public Works and Facilities. The Department will continue to look towards the many residents that volunteer their time annually to assist in cleanups and minor park improvements. We are grateful for the continued cooperation we receive from Public Works on their efforts to improve the conditions at the many fields and parks in town.

### PROGRAM COSTS

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Recreation Enterprise Fund</b>				
Personnel Services	338,862	359,668	781,980	756,464
Expenses	333,447	279,686	1,004,170	1,034,170
<b>Total</b>	<b>672,309</b>	<b>639,354</b>	<b>1,786,150</b>	<b>1,790,634</b>

### STAFFING

	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
<b>Recreation Enterprise Fund</b>				
Managerial	0.5	0.8	0.8	0.8
Clerical	1.07	1.07	1.3	1.3
Professional/Technical	1	1	5.4	5.4
Custodial/Bldg. Maint.	0	0	0.2	0.2
<b>Total</b>	<b>2.57</b>	<b>2.87</b>	<b>7.7</b>	<b>7.7</b>

### Budget Statement

Overall the FY 2019 expense budget will increase over the previous fiscal year. The main drivers are the realignment of expenses and revenue in the Recreation Enterprise fund and the Recreation Revolving funds so they can be properly aligned with state standards. The Department is also seeking an Assistant Director to help stabilize the overall operation. Participant numbers will drop slightly as we continue to look for programming space to address the growing needs for programs and child care services for the residents of Arlington. The School Department has provided space for the department to continue offering our after school program utilizing school buildings. The Recreation Department uses the gyms at the schools for over 2,700 hours annually but this cannot meet the demand for use from Arlington Residents. Addressing the growing demands for both indoor and outdoor space continues to be a top priority for the Department.

**FY2019 Objectives**

- Identify short and long term solutions to better meet the needs for indoor programming space.
- Continue the collaboration efforts that began last year with the Public Works and the Facilities Departments to implement updates to Town playgrounds.
- Complete the following capital projects: Robbins Farm Park, Reservoir Master Plan, and ADA upgrades.
- Work with the Park and Recreation Commission on ways to maximize our athletic fields to better align with shifting community needs.
- Identify opportunities to improve recreational programming offered to Arlington residents.

**Major Accomplishments for 2017 (cont.)**

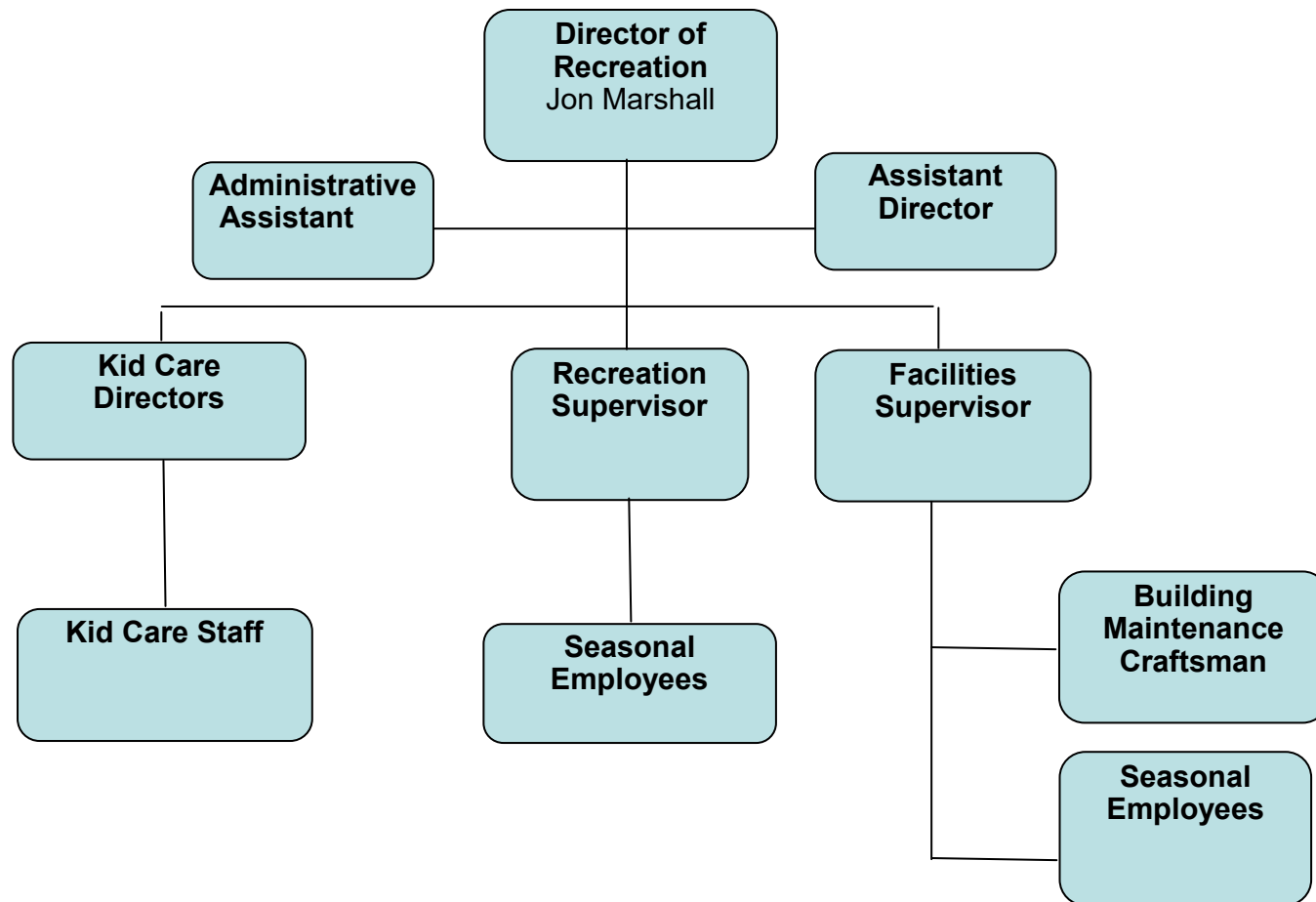
- Robbins Farm Park project is nearing completion with the spring growing season and a few punch list items to be completed.
- The Reservoir Master Plan is underway, working closely with the Conservation Commission, Open Space Committee, the Reservoir Committee, the Planning Department, and Public Works Department.

**Major Accomplishments for 2017**

- Relocated the Kid Care Preschool Program to leased commercial property at 352 Massachusetts Ave.
- Relocated of the afterschool program from the Gibbs School to a temporary location, the Thompson modular classrooms.
- Significant progress was made in documenting and updating internal policies by creating an operational manual that will be updated annually.
- Magnolia Park Project was completed with new play equipment, improved and expanded gardens, and ADA enhancements. The project also received support from the Boy Scouts, Girl Scouts, Friends of Magnolia Park and many caring residents.
- Implemented a newly formed garden liaison program to properly manage the 54 garden plots at Magnolia Park.
- ADA upgrades were made at Florence Field, creating an accessible route within the park.

**Performance / Workload Indicators**

	<b>FY2015 Actual</b>	<b>FY2016 Actual</b>	<b>FY2017 Actual</b>	<b>FY2018 Estimated</b>
<b>Recreation</b>				
Participants:				
Fall	1,097	1,370	1,055	1,100
Winter	2,299	2,333	2,354	1,870
Spring	1,184	1,529	1,840	1,370
Summer	2,403	3,806	3,600	3,700
<b>Reservoir Tags:</b>				
Adult Resident	363	279	215	300
Child Resident	374	339	198	225
Senior Citizen	74	68	53	65
Resident Family	459	325	272	325
Resident Family Plus 1	11	79	66	65
<b>TOTAL Tags:</b>	<b>1,281</b>	<b>1,090</b>	<b>804</b>	<b>980</b>
<b>Reservoir Day Passes:</b>	<b>9,565</b>	<b>8,806</b>	<b>11,782</b>	<b>10,500</b>





### Program Description

The Ed Burns Arena is a self-sustaining division of the Town of Arlington Recreation Department. The Ed Burns Arena is an indoor ice facility located at 422 Summer Street in Arlington. The facility includes a regulation size rink of 85' x 197' with spectator seating for 1,000 people. Snack bar/concession services are available (November through March) and vending machines are located in the main lobby. Skate rental and sharpening services are available. Team rooms are available for those renting ice times. The Ed Burns Arena is open to the public for skating during the months of August through April. Along with seasonal skating opportunities for the public, many school-sponsored hockey programs and events as well as private hockey leagues use the rink.

In the off season, the ice is removed. We are working on strategies to increase our usage during the off season. Programs offered in the off season include "Walk the Rink" and hourly rentals.

### Budget Statement

The overall budget for FY2019 will increase over the previous fiscal year. Annual maintenance costs for the rink over the past several years have fallen short of addressing ongoing maintenance needs and need to better align with annual maintenance costs.

The Department will consider increasing the fees at the rink by increasing hourly rentals by \$5/hour, as well as minor adjustments for admission to public skate and "Stick and Puck". The fees have remained constant over the past 2 years and adjustments are needed to properly account for the associated expenses. The Recreation Department will continue to evaluate the services at the rink and look to implement changes to help increase usage throughout the year.

### FY2019 Objectives

- Improve marketing of ice rental focusing on times not historically rented. By more effectively using our registration software we can better promote and track rental hours. Promoting open time slots earlier in the season should enable us to capture more rentals.
- Better address short term and long term maintenance at the rink. Establish better protocols to evaluate and monitor the rink. Tackle issues at onset so they do not become deferred maintenance issues.
- Offer themed public skating, specialty hockey events and skating camps to address the bookends of the season. Work to include charity events, broomball and other non-traditional ice skating.

### PROGRAM COSTS

Ed Burns Arena Enterprise Fund	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Personnel Services	253,189	252,792	265,090	272,590
Expenses	359,021	344,742	359,931	359,931
<b>Total</b>	<b>612,210</b>	<b>597,534</b>	<b>625,021</b>	<b>632,521</b>

### STAFFING

Ed Burns Arena Enterprise Fund	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Managerial	0.5	0.2	0.2	0.2
Clerical	0.6	0.6	0.5	0.5
Professional/Technical	1	1	1.4	1.4
Custodial/Bldg. Maint.	0.8	0.8	0.8	0.8
<b>Total</b>	<b>2.9</b>	<b>2.6</b>	<b>2.9</b>	<b>2.9</b>



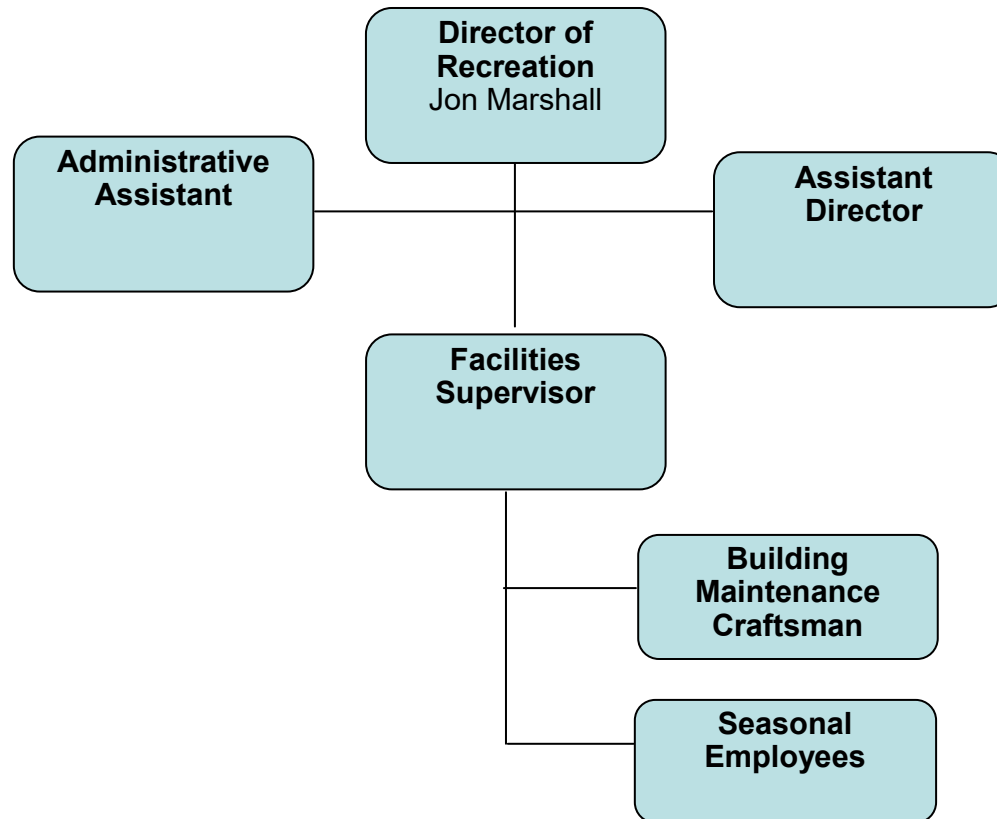
### Major Accomplishments for 2017

- Operated for the first full season with new registration software, improving customer experience and service delivery.
- Improved cash reporting processes with the new registration software.
- Minor updates were completed including adding the required look-up-line for player safety.

### Performance / Workload Indicators

Ed Burns Arena	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Ice Rental Hours	2,055	2,032	*1,795	*1,800
Adults	4,567	4,795	4,805	4,770
Children/ Seniors	7,091	7,643	6,288	7,075
Public Skating Passes:				
Adults	116	107	65	64
Children/ Seniors	148	140	110	108
Skate Rentals	3,621	3,325	3,386	3,450
Skate Sharpening	785	845	528	570
Skate Sharpening Passes	5	10	11	9
Stick and Puck	1,005	1,377	1,425	1,400

\*Previously 50 minute ice counted as (.60) now counted as (.50)





### Program Description

The Council on Aging (COA) Transportation Program was established as a Town Enterprise Fund in 1988. Its purpose is to provide affordable transportation for Arlington seniors. The agency's lift-equipped vans were acquired through the Department of Transportation, Mobility Assistance Grants.

Keeping non-driving Arlington seniors in the community requires identifying methods of transportation that allow them to remain independent and actively engaged in Arlington. Many seniors are not able to walk to or stand at bus stops, which therefore highlights the critical need for a curb-to-curb transportation program as run through the Council on Aging.

The goal is also to reduce barriers to obtain medical treatment, and the COA Vans provide medical rides to out-of-area hospitals such as Lahey Burlington, Mt. Auburn Hospital, Winchester Hospital, and Cambridge Hospital, and others. The Medical Escort Program is volunteer-based to provide rides to Boston based medical facilities. The COA Transportation Program also manages a Dial A Ride Taxi Program, which provides Arlington residents over age 60 with low-cost taxi rides around town.

### Budget Statement

As an Enterprise Fund, the COA Transportation Program must generate sufficient revenues to meet its program expenses. Program expenses include administrative costs for supervision, driver pay, mandatory training, taxi program expenses, gas, and vehicle repair.

Program revenues are generated through rider fees, Community Development Block Grant (CDBG) funding, a generous grant from the Symmes Medical Use Nonprofit Corporation, as well as funding from the Elizabeth and George L. Sanborn Foundation for the Treatment and Cure of Cancer, Inc. The Council on Aging must continually seek revenue from riders and non-municipal resources in order to continue to offer a low cost transportation option for Arlington residents age 60 and over.

The COA Transportation Department has a high percentage of fixed costs creating the need to look beyond rider fees to generate sufficient revenue to support the operations. The program welcomes the support of individuals and groups to support this valuable program.

The budget is presented to more accurately reflect the challenges of revenue over expense. The COA Transportation Program utilizes a family of transportation services, including volunteer drivers. All riders have an associate fee for service. The division continues to seek out additional funding to cover the cost of providing low cost transportation to seniors.

### PROGRAM COSTS

Council on Aging Transportation	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Personnel Services	57,093	73,125	67,705	68,322
Expenses	15,046	26,930	22,000	22,000
<b>Total</b>	<b>72,139</b>	<b>100,055</b>	<b>89,705</b>	<b>90,322</b>

### STAFFING

Council on Aging Transportation	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Managerial	0	0	0	0
Clerical	0.60	0.60	0.60	0.60
Transportation Drivers	1	1	0	0
<b>Total</b>	<b>1.60</b>	<b>1.60</b>	<b>0.60</b>	<b>0.60</b>



### FY2019 Objectives

- Secure \$8,000 from 5K Race proceeds to help offset transportation expenses.
- Secure \$15,000 from other sources to support the transportation program.
- Search for other donations and/or grants to support transportation needs where budgets fall short.
- Continue to research alternative transportation options including UBER pilots, regional transportation options, and continue to increase the volunteer driver program.

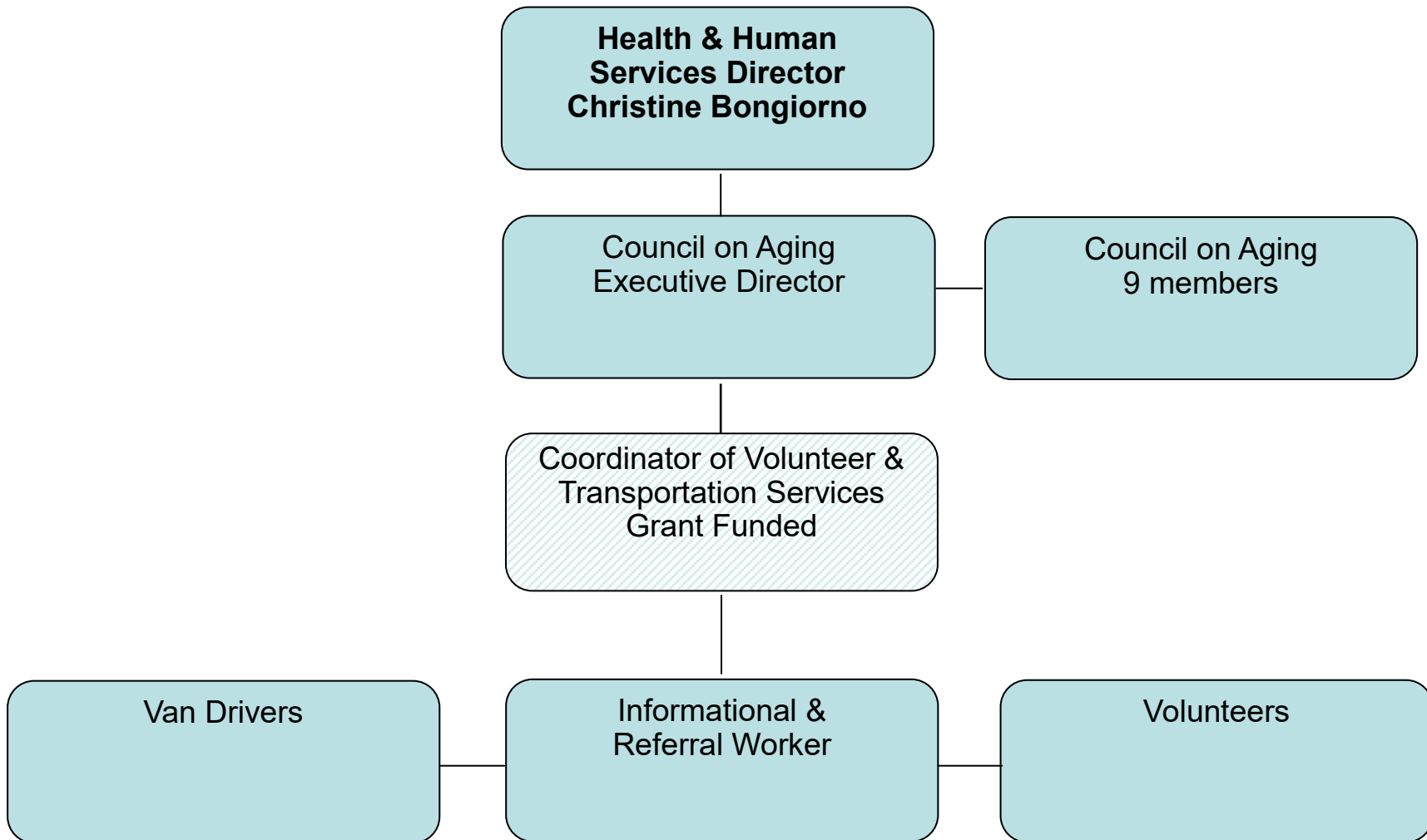
### Major Accomplishments for 2017

- Applied for a Massachusetts Department of Transportation grant for a new wheelchair lift 8 passenger COA Van.
- Secured \$18,000 in donations/grants to support the transportation program.
- Hosted a Transportation Fair to educate Arlington residents about transportation options and registered 78 residents for a new Senior Charlie Card.
- Secured 3 new Volunteer Medical Escort Drivers for the Boston area hospitals.
- Provided 9,783 rides for 382 individuals.

### Performance / Workload Indicators

Council on Aging Transportation Fund	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Annual number - one way rides	8,496	5,288	7,856	8,080
Taxi rides	3,700	2,700	2,197	1,834







### Program Description

Arlington Youth Counseling Center (AYCC) is a community-based, licensed mental health counseling center; its mission is to promote and support the social and emotional well-being of Arlington youth and families, regardless of their ability to pay. AYCC provides a variety of high quality, innovative, and therapeutic outpatient and school-based mental health services, including individual, group, and family counseling, psychiatric evaluation and consultation, and medication management. Through local grants and other fundraising initiatives, AYCC also provides case management services to residents with basic resource needs (housing, food, fuel assistance, health insurance coverage, etc.), and oversees the First Step Group and other support services for survivors of domestic violence.

AYCC's clinical team includes a child and adolescent psychiatrist and psychiatric clinical nurse specialist, a psychologist, two Licensed Independent Clinical Social Workers (LICSW) serving as Clinical Director and Assistant Clinical Director, 18 licensed fee-for-service clinicians, and an LICSW serving as the Domestic Violence and Community Resource Specialist. AYCC collaborates extensively with the schools, other town departments, and local, youth-serving agencies to ensure that the organization is fully integrated into the community and responsive to the mental and behavioral health needs of its youth and families.

### Budget Statement

The proposed FY19 budget for the Arlington Youth Counseling Center (AYCC) reflects an anticipated budget increase of \$21,988 over FY18. The Fee For Service Clinicians expense line item constitutes the largest increase in expenses, due to anticipated growth in overall agency productivity, as well as additional agency funds allocated towards school-based consultation hours for Project Success. Currently, the latter project is funded by a 3-year Cummings Grant, which will end in June of FY18. AYCC will absorb into its budget the cost of clinicians' time consulting with school partners. School-based counseling hours with Project Success will continue to be billed through insurance. The second notable expense increase is in "Administrative Fees", reflecting the increased monthly cost of AYCC's new Electronic Health Records and Medical Billing system. AYCC anticipates continued revenue growth through "Medical Insurance Reimbursements" and "Youth Services Client Fees," as a result of increased agency productivity and improved billing practices. Additionally, AYCC will generate increased revenue in "Gifts and Donations" through fundraising initiatives and donations from members of the community. Finally, a small loss is projected in "Intergovernmental Revenue Contracts," due to a decreased allocation of funds from the Drug Free Communities Grant.

### Performance / Workload Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
<b>Youth Services</b>				
Counseling hours	4,967	4,900	5,461	6,000
Clients	316	320	337	350
Group Sessions Conducted	41	55	88	65

### PROGRAM COSTS

Youth Counseling Center Enterprise Fund	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Personnel Services	373,649	395,501	396,189	401,901
Expenses	206,448	234,499	255,759	255,799
<b>Total</b>	<b>580,097</b>	<b>630,000</b>	<b>651,948</b>	<b>657,700</b>

### STAFFING

Youth Counseling Center Enterprise Fund	FY2017 Actual	FY2018 Budget	FY2019 Request	FY2019 Final Budget
Managerial	1	1	1	1
Clerical	1.31	1	1	1
School Counseling Program (FTE)	0.57	0.57	0.57	0.57
Professional/Technical	1.6	2.2	2.1	2.1
<b>Total</b>	<b>4.48</b>	<b>4.77</b>	<b>4.68</b>	<b>4.68</b>

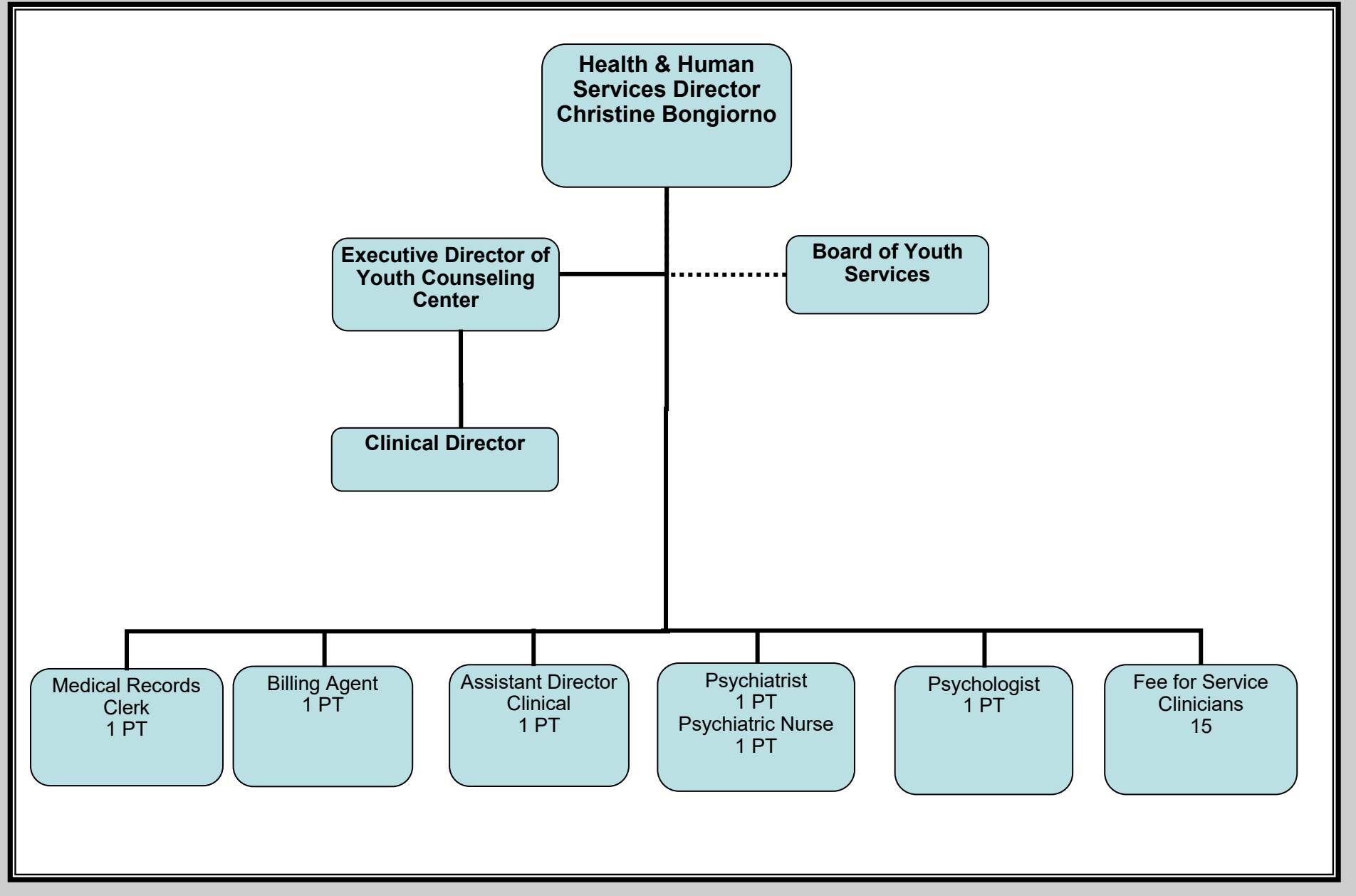


## Major Accomplishments for 2017

- Expanded school-based counseling services in Arlington Public Schools through Project Success, with support from a \$33,000 grant from the Cummings Foundation. AYCC clinicians provided individual counseling sessions, on an ongoing basis, in all seven elementary schools, Ottoson Middle School, and Arlington High School.
- Partnered with Harvard University on a study looking at the impact of a new approach to evidence-based treatment on students' mental health and school related outcomes, as compared to standard school-based counseling services. Three AYCC clinicians received extensive training in the new approach by the Harvard research team.
- Conducted over 5,500 counseling and psychiatric evaluation/medication management sessions to 320 clients.
- Conducted 95 group counseling sessions, both grant-funded and insurance based, for Ottoson and Arlington High School students. Groups included a Dialectical Behavioral Therapy (DBT) group for adolescents with personality or mood disorders, social skills group for middle school students on the autism spectrum, and Cognitive Behavioral Therapy (CBT) groups for middle schools students experiencing depression and anxiety.
- Provided ongoing clinical support to a newly created therapeutic program for high risk and high needs students at the Ottoson Middle School.
- Provided weekly therapeutic and clinical support to students in the Workplace, an alternative program at Arlington High School
- Facilitated weekly therapeutic groups for survivors of Domestic Violence.
- Increased medical insurance reimbursements by 17% over FY16 and 30% over FY15.
- Awarded \$3,000 in bonus payments from Tufts for serving Mass Health clients.
- Raised \$30,000 at the 6<sup>th</sup> Annual Out on the Town Gala, featuring guest speaker, David Axelrod.
- Raised \$8,000 in pledges for Team AYCC's participation in the Cause and Event Boston 5K.
- Received \$17,000 donation from High Rock Church to support community case management services.

## FY2019 Objectives

- Provide ongoing training to clinical, administrative, and billing staff on eHana electronic medical records and billing system to ensure full compliance with insurance and licensing requirements, improve accuracy of clinical assessments, and maximize billing potential for medical insurance reimbursements.
- Increase the average number of weekly sessions agency-wide by 10%.
- Increase the number of fee for service clinicians and weekly clinical productivity to eliminate the client waitlist and ensure minimal wait time for new referrals.
- Enlist support from state legislators to advocate for continued state funding from the Department of Mental Health.
- Secure continued grant funding from Cummings Foundation for school-based counseling services.
- Partner with Harvard University to train remaining AYCC staff on new modular approach to evidence-based treatment.
- Collaborate with Board of Youth Service members, associate members, and other AYCC supporters to raise awareness about services at AYCC, explore new fundraising opportunities, and cultivate relationships with existing and prospective donors for major and sustained giving.
- Increase revenue through insurance reimbursements and client copayments by 10% over FY18.
- Increase fundraising revenue by 20%.





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## SECTION VI

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# CAPITAL IMPROVEMENT PROGRAM



### Capital Improvement Program Description

The Town Manager is responsible for submitting a five-year capital planning program for all departments to the Board of Selectmen, Finance Committee, and Town Meeting each year. A Capital Planning Committee (CPC) was created in 1986 to advise and make recommendations to the Town Manager regarding the capital plan. The Committee comprises 9 members who meet between the months of September and December to review the requested capital items by all departments, boards, and committees and develop a recommended budget and plan to the Town Manager. The members include 5 members of the public, the Comptroller, the Treasurer/Collector, the Superintendent or her representative, and the Town Manager or his representative. The first year of the Capital Plan is submitted to the Town Meeting as the Capital Budget for appropriation. The Five Year Capital Plan is reviewed and revised each year to make changes in priorities and to add an additional year to the planning process.

The goal of the Capital Planning Program is to provide a means of planning for the maintenance and improvement of the capital assets and infrastructure of the Town. The maintenance of infrastructure and the capital assets are of vital importance to the delivery of the quality services. The following are the objectives:

- Review, plan, and coordinate capital improvements so as to promote a systematic, organized replacement and acquisition schedule.
- Ensure that, given limited resources, the capital needs of the community are met.
- Present a sound financial package so as to stabilize and level out the debt of the Town. It should assure timely planning for the most economical method of financing capital improvements.
- Ensure wider community participation in the planning of projects, reducing the pressure to fund some projects that do not present as great a need as others.
- Promote a more effective administration and coordination of capital projects to reduce scheduling problems, and conflicting or overlapping projects not only among local departments, but also among other local and state agencies and private enterprises such as the gas and electric companies.

The Capital Planning Committee uses the following definitions when deciding whether a particular budget item shall be in the Capital Budget or the Operating Budget. Other communities may define these terms differently.

**Capital Asset:** An asset that (1) has an expected useful life of at least two years and (2) either has a unit cost of at least \$3,000 or is purchased in a program to gradually purchase a quantity of essentially identical units such that the total quantity price is over \$25,000.

**Capital Improvement:** An improvement to a capital asset that may reasonably be expected to either (1) adapt the capital asset to a different use or (2) appreciably lengthen the useful life of the capital asset beyond what may be expected with normal maintenance.

In reviewing the requests of the operating departments, the committee uses the following criteria for evaluation:

1. Imminent threat to the **health** and safety of citizens/property.
2. **Preservation** of operations/necessary expenditure. This does not include ordinary maintenance but rather maintaining a current service level through improvement of a capital asset. These may be major expenditures that will avoid costly replacement in the future.
3. Requirement of State or Federal **Law**/regulation.
4. Improvement of **infrastructure**.
5. Improvement of **productivity**.
6. **Alleviation** of an overtaxed/overburdened situation.

**The Capital Planning Process:**

The CPC receives capital budget requests from Department Heads and begins to meet and review requests in early October. The CPC members look at the Town's overall financial situation and, within this larger context, each department's request is compared to the request and the recommendation from the prior year and to the five-year capital plan for that department. The members also tend to ask if this request reflects an interdepartmental planning effort, if the department has considered other sources of funding, or if the department has undertaken any kind of cost/benefit analysis. CPC members like to see evidence of longer-term planning for departmental needs, as well as planning for maintenance expenses and of interdepartmental cooperation. Priorities that emerge suddenly in one year with no reference in prior year requests tend to be more heavily scrutinized.

Information Technology requests are expected to have passed through the master planning process, coordinated and updated through the Information Technology Advisory Committee (ITAC). The ITAC maintains a 5 year plan for IT expenses including phones, wireless, computer systems replacement, GIS, etc.

Increasingly, the CPC looks for evidence of long-term interdepartmental planning around expenditures for buildings (with the Facilities Department), playgrounds, parks and fields (with the Recreation Department). Vehicles and copiers are common requests and the CPC is interested in coordinated purchasing programs for these items.

The capital budget is prepared from a Town-wide perspective. There is no assumption of a budget quota for individual departments. CPC members look at the history of spending patterns for each department. Departments that have requested and received more money than actually required or do not spend their appropriations in a timely manner tend to be more heavily scrutinized.

The CPC members each specialize in two or three departments and meet with those department heads during the Fall. The intent of these meetings is to enable the CPC to gain a fuller understanding of the current and long-term needs of the department and the process used to determine these needs. The results of these meetings are reported back to the whole CPC and are often discussed by the group.

The CPC converts the data requests to a spreadsheet and reviews the requests in relation to their priorities, their urgency, their cost, etc. By Town policy, the sum of money available to fund the Town's Capital program is approximately five percent (5%) of the total revenue. This sum includes the debt service from prior years. Historically the CPC has received requests far exceeding this sum. Thus very difficult decisions must be made as to what projects receive funding in any given year. After considerable review, the CPC recommends a capital budget for the Town, based on advice from the Finance Committee and others about what the Town can afford. The recommendations are submitted to the Town Manager.

The Capital Budget for FY2019 and the Capital Plan for FY2019 — 2023 are presented on the following pages. The terms "Bonds," "Cash," and "Other" are used to describe the sources of funding for the capital budget and plan. "Cash" refers to those expenditures that are paid for in their entirety in the next fiscal year directly from the general fund. "Bonds" refers to those expenditures that are acquired through borrowing, the payments for which may or may not affect the next fiscal year, but in any event are paid for over an extended period of time, usually five to twenty years. Those extended payments include both principal and interest, usually referred to as "debt service." "Other" refers to those expenditures that are financed from sources that do not arise directly from the Town's tax levy; these sources may be state or federal grants, user fees, private donations, trust funds, and other non-tax sources. The last column, "CPA," refers to those projects that are recommended for Community Preservation Act funding.



**Capital Budget FY2019 and Capital Plan FY2019-FY2023**

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and proposition 2 ½ debt exclusion projects. For FY2019 funding for the capital budget is as follows:

Bonding:	\$5,275,000
Cash:	\$2,795,027
Other:	\$3,615,000

Our existing non-exempt debt is \$6,624,043 which is consistent with prior debt service projections for FY2019. The total capital budget for FY2019, including debt, is estimated at \$12.8 million. Major projects to be funded in FY2019 include street and sidewalk work for approximately \$2.2 million, and water and sewer work for \$2.4 million. An additional \$1.3 million has been included in FY2019 for the Hardy School Expansion to cover the cost of the cafeteria and required accessibility renovations.

Site improvements and construction for the Senior Center Renovation have been budgeted for \$4 million within the five year capital plan. The Town has recently hired an OPM for this project. Another significant project included within the five year capital plan is the renovation of the Public Works building. The current site and building conditions are poor and will need to be renovated to keep up with state and federal regulations. Site improvements and construction are budgeted for FY2020, projected at a cost of \$20 million, with \$13 million being supported in the five year capital plan, and \$7 million being supported by the Water and Sewer Enterprise Fund. The Town is currently in the design development phase of this project.

The Capital Planning Committee continued to consider the impact of the Community Preservation Act (CPA) funding on projects that have historically been funded through the capital budget, but could be eligible for CPA funding this fiscal year and beyond. The Committee has included \$2.8 million of recreation, open space, and historic preservation projects in the five year capital plan that has been recommended for CPA funding. The Community Preservation Committee is currently reviewing final applications that have been submitted for the FY2019 funding cycle and will make recommendations for CPA funding at Town Meeting.

Most of the capital projects will have no significant impact on operating budgets. In the FY2018 capital budget, the reopening of the Gibbs School resulted in a \$1.3 million increase to the School Department budget to cover increased staffing and energy costs. The School Department has also increased the operating budget for the Hardy School by approximately \$10,000 in FY2019 to account for increased costs, both for energy for the six additional classrooms and for supplies for additional students. The Capital Planning Committee and the Facilities Department will study the impact (up or down) on operating costs for the Senior Center and DPW Building projects that will be fully funded in future years.



## FY2019 Proposed Capital Financing Plan

**Non-Exempt Debt:** Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½ .

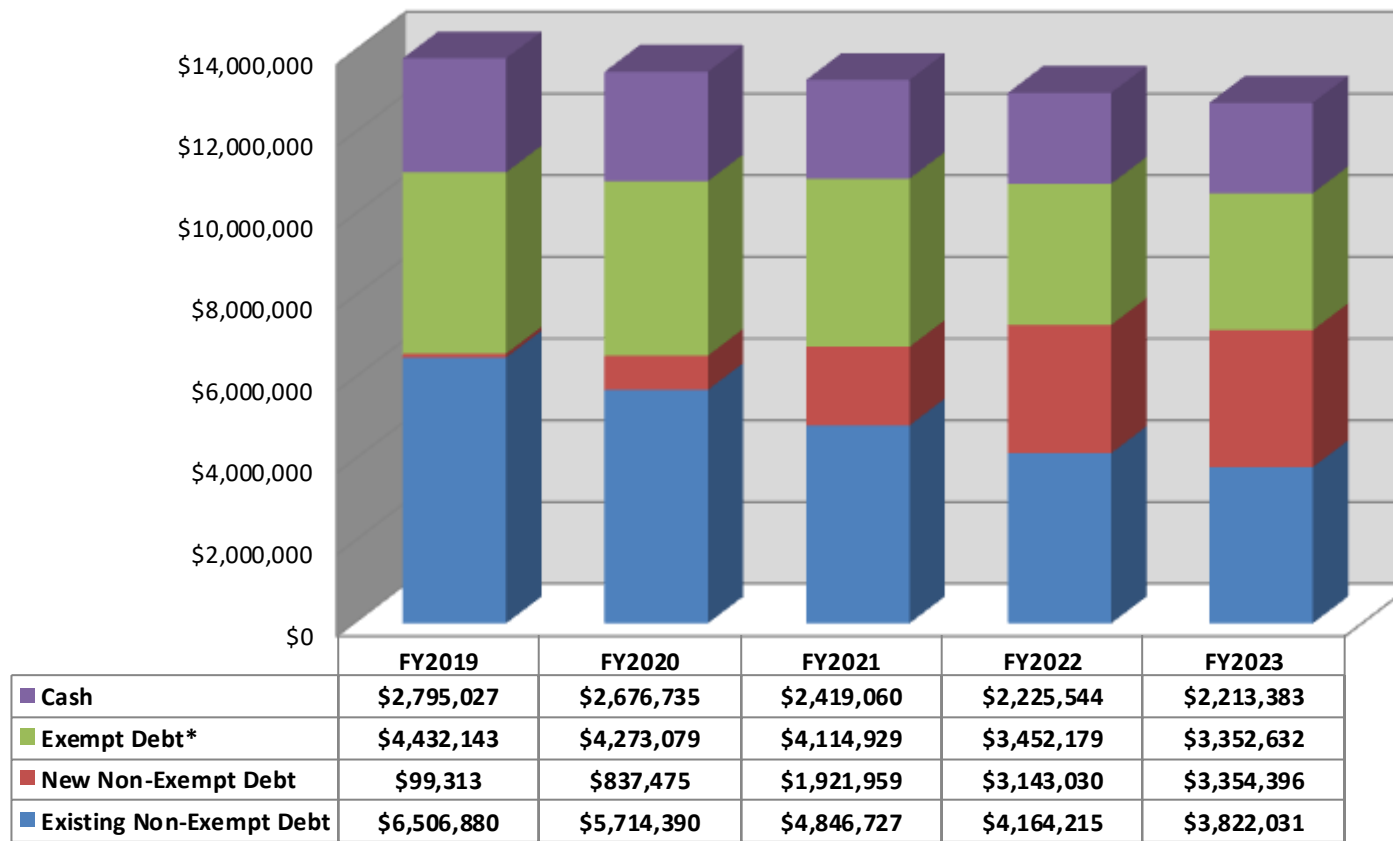
**Exempt Debt:** Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½ .

**Enterprise Fund Debt:** Debt service that is funded from Water & Sewer rates.

FY 2019		
<b>Acquisition Expense by Funding Source</b>		
Cash	a	\$ 2,795,027
Bond		\$ 5,275,000
Other		\$ 3,615,000
Total Acquisition Expense		\$ 11,685,027
<b>Appropriation by Use of Funds</b>		
<b>Exempt Debt Service</b>		
Prior		\$ 4,414,143
New		\$ 18,000
Total Exempt Debt Service	b	\$ 4,432,143
<b>Water/Sewer Debt Service (incl MWRA)</b>		
Prior		\$ 1,281,094
New		\$ 2,250
Total Water/Sewer Debt Service	c	\$ 1,283,344
<b>Other Enterprise Fund Debt Service</b>		
Prior		\$ 165,181
New		\$ -
Total Other Enterprise Fund Debt Service	d	\$ 165,181
<b>General Non-Exempt Debt Service</b>		
Prior		\$ 6,506,880
New		\$ 117,163
Total General Non-Exempt Debt Service	e	\$ 6,624,043
<b>Less Direct Funding Sources:</b>		
Non-exempt Bond Premium FY2018		\$ (3,019)
Rink Enterprise Funds		\$ (82,591)
Ambulance Revolving Fund		\$ (15,675)
Capital Carry Forwards		\$ (393,382)
Antennae Funds		\$ (205,546)
Urban Renewal Fund		\$ (43,844)
Asset Sale Proceeds		\$ (250,000)
Net direct sources	f	\$ (994,056)
<b>Net Non-Exempt Appropriation (a+c+d+e+f)</b>		\$ 9,873,538
<b>Total Appropriation (a+b+e+f)</b>		\$ 12,857,157



### Capital Plan Appropriation Summary



\*Exclusive of Symmes debt service FY2019-2023



## Capital Budget Fiscal Year 2019

Sum of AMOUNT	BOND	CASH	OTHER	CPA	Grand Total
<b>COMMUNITY SAFETY - FIRE SERVICES</b>		<b>\$135,000</b>			<b>\$135,000</b>
Apparatus Bay Floor Resurfacing Park Circle		\$5,000			\$5,000
Exercise Equipment & Furniture - Cardio		\$40,000			\$40,000
SCBA Compressor Replacement		\$35,000			\$35,000
Truck F250 for M1 replacing #1019		\$55,000			\$55,000
<b>COMMUNITY SAFETY - POLICE SERVICES</b>	<b>\$375,000</b>	<b>\$135,500</b>			<b>\$510,500</b>
Laser Radar		\$4,500			\$4,500
Radio Upgrade-Replacement Program	\$375,000				\$375,000
Vehicle Replacement Program		\$131,000			\$131,000
<b>COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND</b>		<b>\$15,000</b>			<b>\$15,000</b>
Van Replacement Program		\$15,000			\$15,000
<b>FACILITIES</b>	<b>\$100,000</b>				<b>\$100,000</b>
Town Hall - Renovations	\$100,000				\$100,000
<b>HEALTH &amp; HUMAN SERVICES</b>		<b>\$57,500</b>			<b>\$57,500</b>
Veterans Memorials Repairs		\$10,000			\$10,000
Veterans Records Kiosk		\$15,000			\$15,000
Volumetric calibration trailer for oil trucks		\$32,500			\$32,500
<b>INFORMATION TECHNOLOGY</b>	<b>\$410,000</b>	<b>\$227,000</b>			<b>\$637,000</b>
Conference Room Presentation Technology Program		\$12,000			\$12,000
School - Admin Computers and Peripherals		\$40,000			\$40,000
School - Network Infrastructure		\$25,000			\$25,000
School - Replacement academic PC's district wide	\$410,000				\$410,000
School - Software Licensing		\$40,000			\$40,000
Town Microcomputer Program		\$60,000			\$60,000
Town Software Upgrades & Standardization		\$50,000			\$50,000



## Capital Budget Fiscal Year 2019 (continued)

Sum of AMOUNT	BOND	CASH	OTHER	CPA	Grand Total
<b>INSPECTIONS</b>		<b>\$25,000</b>			<b>\$25,000</b>
Vehicle Replacement		\$25,000			\$25,000
<b>LIBRARY</b>	<b>\$322,000</b>	<b>\$93,650</b>			<b>\$415,650</b>
Elevator - Overhaul	\$85,000				\$85,000
Front Door Replacement		\$50,000			\$50,000
HVAC Replacement	\$237,000				\$237,000
MLN Equipment Schedule FY19-23		\$43,650			\$43,650
<b>PLANNING</b>	<b>\$100,000</b>	<b>\$18,000</b>			<b>\$118,000</b>
Dallin Library Entry Updates		\$8,000			\$8,000
Jefferson Cutter House Egress Repairs		\$5,000			\$5,000
Parmenter School Walkway		\$5,000			\$5,000
Senior Center Architecture Plans	\$100,000				\$100,000
<b>PUBLIC WORKS CEMETERY DIVISION</b>		<b>\$40,000</b>	<b>\$10,000</b>		<b>\$50,000</b>
3-4 T Pick-up Truck; 4wd w- Plow		\$40,000			\$40,000
Headstone Cleaning & Repair			\$10,000		\$10,000
<b>PUBLIC WORKS ENGINEERING DIVISION</b>	<b>\$1,100,000</b>				<b>\$1,100,000</b>
Bridge Construction Mystic - Mill Brook	\$1,100,000				\$1,100,000
<b>PUBLIC WORKS HIGHWAY DIVISION</b>	<b>\$318,000</b>	<b>\$1,412,877</b>	<b>\$875,000</b>		<b>\$2,605,877</b>
33,000 GVW Dump Truck w-Plow	\$92,000				\$92,000
44,000 GVW, 4WD Truck w-Sander	\$166,000				\$166,000
Chapter 90 Roadway			\$750,000		\$750,000
Install Sidewalk Ramps - CDBG			\$125,000		\$125,000
Roadway Reconstruction		\$350,000			\$350,000
Roadway Reconstruction Override 2011		\$463,877			\$463,877
Sander Body		\$17,000			\$17,000
Sidewalk Ramp Installation		\$65,000			\$65,000



## Capital Budget Fiscal Year 2019 (continued)

Sum of AMOUNT	BOND	CASH	OTHER	CPA	Grand Total
Sidewalks and Curbstones		\$500,000			\$500,000
Small equipment		\$5,000			\$5,000
Snow Plow Replacement		\$12,000			\$12,000
Traffic Signal Maint & Upgrades	\$60,000				\$60,000
<b>PUBLIC WORKS MER</b>		<b>\$25,000</b>			<b>\$25,000</b>
Pick Up 4x4		\$25,000			\$25,000
<b>PUBLIC WORKS NATURAL RESOURCES DIVISION</b>	<b>\$150,000</b>	<b>\$65,500</b>			<b>\$215,500</b>
Bucket Truck	\$150,000				\$150,000
Leaf Vacuum Trailer		\$25,500			\$25,500
Ride-On Blower		\$12,000			\$12,000
Ride-On Mower		\$28,000			\$28,000
<b>PUBLIC WORKS WATER/SEWER DIVISION</b>			<b>\$2,670,000</b>		<b>\$2,670,000</b>
Drainage Rehab - Regulatory Compliance (Ch-308)			\$200,000		\$200,000
Hydrant & Valve - Crane Truck			\$65,000		\$65,000
Hydrant and Valve replacement program			\$100,000		\$100,000
Sewer System Rehabilitation			\$900,000		\$900,000
Small equipment			\$5,000		\$5,000
Water System Rehabilitation			\$1,400,000		\$1,400,000
<b>PURCHASING</b>		<b>\$55,000</b>			<b>\$55,000</b>
Photocopier Replacement Program		\$55,000			\$55,000
<b>RECREATION</b>		<b>\$60,000</b>		<b>\$1,203,023</b>	<b>\$1,263,023</b>
ADA Study Implementation Program		\$50,000			\$50,000
Feasibility Study		\$10,000			\$10,000
Hardy School Playground Study				\$39,500	\$39,500
Mill Brook Linear Park Pilot Phase II				\$172,523	\$172,523
Reservoir Design, Engineering, Phase 1 Construction				\$991,000	\$991,000



## Capital Budget Fiscal Year 2019 (continued)

Sum of AMOUNT	BOND	CASH	OTHER	CPA	Grand Total
<b>REDEVELOPMENT BOARD</b>			<b>\$60,000</b>		<b>\$60,000</b>
ARB - Central School Boiler Replacement			\$50,000		\$50,000
ARB - Security Cameras (3rd Floor-Lower Level)			\$10,000		\$10,000
<b>SCHOOLS</b>	<b>\$2,400,000</b>	<b>\$325,000</b>			<b>\$2,725,000</b>
Building Security Updates	\$105,000				\$105,000
Bus #103 - 77 passenger bus	\$130,000				\$130,000
Bus#107- 53 passenger bus	\$110,000				\$110,000
Dallin - Chiller	\$250,000				\$250,000
Dallin Gym Ventillation		\$40,000			\$40,000
Food Services Truck	\$55,000				\$55,000
Hardy Playground	\$200,000				\$200,000
Hardy School addition supplement	\$1,300,000				\$1,300,000
Ottoson HVAC Roof Top Unit	\$250,000				\$250,000
Ottoson Music Room Upgrade Study		\$60,000			\$60,000
Photocopier Lease Program		\$120,000			\$120,000
Pierce Solar Shades		\$25,000			\$25,000
School Playground Upgrades		\$20,000			\$20,000
Window Screens in Schools		\$60,000			\$60,000
<b>TOWN MANAGER</b>		<b>\$105,000</b>			<b>\$105,000</b>
Space Needs Study, Pool and AHS-Housed Depts		\$100,000			\$100,000
Website Enhancements		\$5,000			\$5,000
<b>Grand Total</b>	<b>\$5,275,000</b>	<b>\$2,795,027</b>	<b>\$3,615,000</b>	<b>\$1,203,023</b>	<b>\$12,888,050</b>



## CAPITAL PLAN FY2019-2023

Sum of AMOUNT	2019	2020	2021	2022	2023	Grand Total
<b>BOARD OF SELECTMEN</b>			\$110,000			\$110,000
<b>EQUIPMENT REPLACEMENT</b>			\$110,000			\$110,000
Voting Machines			\$110,000			\$110,000
<b>COMMUNITY SAFETY - FIRE SERVICES</b>	\$135,000	\$150,000	\$335,000	\$755,000	\$45,000	\$1,420,000
<b>EQUIPMENT REPLACEMENT</b>	\$75,000	\$150,000	\$75,000	\$75,000	\$25,000	\$400,000
Exercise Equipment & Furniture - Cardio	\$40,000					\$40,000
Jaws of Life - Extrication Equipment			\$50,000			\$50,000
Thermal Imaging Cameras Replacement				\$50,000		\$50,000
Firefighter Protective Gear			\$25,000	\$25,000	\$25,000	\$75,000
SCBA Compressor Replacement	\$35,000					\$35,000
Portable Radio Replacement		\$150,000				\$150,000
<b>INFRASTRUCTURE IMPROVEMENT</b>					\$12,000	\$12,000
Air Handler Replacement Park Circle					\$12,000	\$12,000
<b>PUBLIC BUILDING MAINTENANCE</b>	\$5,000			\$10,000	\$8,000	\$23,000
Carpeting - Flooring at Park Circle Station				\$10,000		\$10,000
Apparatus Bay Floor Resurfacing Park Circle	\$5,000					\$5,000
Apparatus Replacement - Bay Heating Unit Park Circle					\$8,000	\$8,000
<b>VEHICLE REPLACEMENT</b>	\$55,000		\$260,000	\$670,000		\$985,000
Engine Pumper to Replace #1006				\$600,000		\$600,000
Truck F250 for M1 replacing #1019	\$55,000					\$55,000
Rescue-Ambulance replacing 2013 Ford Horton			\$260,000			\$260,000
Lighting Plant replace 2001 Ford vehicle #1015				\$70,000		\$70,000
<b>COMMUNITY SAFETY - POLICE SERVICES</b>	\$510,500	\$628,500	\$156,500	\$179,500	\$161,500	\$1,636,500
<b>EQUIPMENT REPLACEMENT</b>	\$379,500	\$493,500	\$21,500	\$39,500	\$21,500	\$955,500
Automatic External Defibrilators				\$18,000		\$18,000
Bullet Proof Vest Program		\$7,000	\$17,000	\$17,000	\$17,000	\$58,000
Laser Radar	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$22,500
Radio Upgrade-Replacement Program	\$375,000	\$482,000				\$857,000





## CAPITAL PLAN FY2019-2023 (continued)

Sum of AMOUNT	2019	2020	2021	2022	2023 Grand Total	
<b>VEHICLE REPLACEMENT</b>	\$131,000	\$135,000	\$135,000	\$140,000	\$140,000	\$681,000
Vehicle Replacement Program	\$131,000	\$135,000	\$135,000	\$140,000	\$140,000	\$681,000
<b>COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND</b>	\$15,000		\$15,000		\$15,000	\$45,000
<b>VEHICLE REPLACEMENT</b>	\$15,000		\$15,000		\$15,000	\$45,000
Van Replacement Program	\$15,000		\$15,000		\$15,000	\$45,000
<b>FACILITIES</b>	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
<b>PUBLIC BUILDING MAINTENANCE</b>	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Town Hall - Renovations	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
<b>HEALTH &amp; HUMAN SERVICES</b>	\$57,500	\$355,000	\$72,500			\$485,000
<b>DEPARTMENTAL PROJECT</b>	\$15,000		\$72,500			\$87,500
Monument Square Veterans Park			\$72,500			\$72,500
Veterans Records Kiosk	\$15,000					\$15,000
<b>EQUIPMENT REPLACEMENT</b>	\$32,500					\$32,500
Volumetric calibration trailer for oil trucks	\$32,500					\$32,500
<b>INFRASTRUCTURE IMPROVEMENT</b>	\$10,000	\$40,000				\$50,000
Veterans Memorials Repairs	\$10,000	\$40,000				\$50,000
<b>PUBLIC BUILDING MAINTENANCE</b>		\$315,000				\$315,000
Whittemore Robbins House - Cupola and slate roof		\$55,000				\$55,000
Whittemore Robbins House - Exterior Painting and Window Replacement		\$260,000				\$260,000
<b>INFORMATION TECHNOLOGY</b>	\$637,000	\$620,000	\$620,000	\$610,000	\$610,000	\$3,097,000
<b>EQUIPMENT REPLACEMENT</b>	\$12,000	\$10,000	\$10,000			\$32,000
Conference Room Presentation Technology Program	\$12,000	\$10,000	\$10,000			\$32,000
<b>INFORMATION TECHNOLOGY</b>	\$625,000	\$610,000	\$610,000	\$610,000	\$610,000	\$3,065,000
School - Replacement Academic PC's District Wide	\$410,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,010,000
School - Software Licensing	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000



## CAPITAL PLAN FY2019-2023 (continued)

Sum of AMOUNT	2019	2020	2021	2022	2023 Grand Total		
Town Software Upgrades & Standardization		\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	
School - Admin Computers and Peripherals		\$40,000	\$40,000	\$40,000	\$40,000	\$200,000	
Town Microcomputer Program		\$60,000	\$60,000	\$60,000	\$60,000	\$300,000	
School - Network Infrastructure		\$25,000	\$20,000	\$20,000	\$20,000	\$105,000	
INSPECTIONS		\$25,000				\$25,000	
VEHICLE REPLACEMENT		\$25,000				\$25,000	
Vehicle Replacement		\$25,000				\$25,000	
LIBRARY		\$415,650	\$41,260	\$233,200	\$36,000	\$39,850	\$765,960
DEPARTMENTAL PROJECT				\$200,000			\$200,000
Fox Library Elevator				\$200,000			\$200,000
EQUIPMENT REPLACEMENT		\$43,650	\$41,260	\$33,200	\$36,000	\$39,850	\$193,960
MLN Equipment Schedule FY19-23		\$43,650	\$41,260	\$33,200	\$36,000	\$39,850	\$193,960
PUBLIC BUILDING MAINTENANCE		\$372,000					\$372,000
Elevator - Overhaul		\$85,000					\$85,000
HVAC Replacement		\$237,000					\$237,000
Front Door Replacement		\$50,000					\$50,000
PLANNING		\$118,000	\$4,000,000				\$4,118,000
DEPARTMENTAL PROJECT		\$100,000					\$100,000
Senior Center Architecture Plans		\$100,000					\$100,000
INFRASTRUCTURE IMPROVEMENT		\$18,000	\$4,000,000				\$4,018,000
Dallin Library Entry Updates		\$8,000					\$8,000
Parmenter School Walkway		\$5,000					\$5,000
Senior Center Renovation			\$4,000,000				\$4,000,000
Jefferson Cutter House Egress Repairs		\$5,000					\$5,000



## CAPITAL PLAN FY2019-2023 (continued)

Sum of AMOUNT	2019	2020	2021	2022	2023 Grand Total	
<b>PUBLIC WORKS CEMETERY DIVISION</b>	\$50,000	\$10,000	\$10,000	\$10,000	\$145,000	\$225,000
<b>DEPARTMENTAL PROJECT</b>	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Headstone Cleaning & Repair	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
<b>EQUIPMENT REPLACEMENT</b>					\$135,000	\$135,000
Backhoe					\$135,000	\$135,000
<b>VEHICLE REPLACEMENT</b>	\$40,000					\$40,000
3-4 T Pick-up Truck; 4wd w- Plow	\$40,000					\$40,000
<b>PUBLIC WORKS ENGINEERING DIVISION</b>	\$1,100,000	\$25,000	\$30,000		\$25,000	\$1,180,000
<b>DEPARTMENTAL PROJECT</b>		\$25,000			\$25,000	\$50,000
Roadway Consulting Services		\$25,000			\$25,000	\$50,000
<b>INFRASTRUCTURE IMPROVEMENT</b>	\$1,100,000					\$1,100,000
Bridge Construction Mystic - Mill Brook	\$1,100,000					\$1,100,000
<b>VEHICLE REPLACEMENT</b>			\$30,000			\$30,000
Utility Vehicle			\$30,000			\$30,000
<b>PUBLIC WORKS HIGHWAY DIVISION</b>	\$2,605,877	\$2,824,975	\$2,815,860	\$2,470,044	\$2,571,533	\$13,288,289
<b>EQUIPMENT REPLACEMENT</b>	\$34,000	\$22,500	\$102,500	\$22,500	\$34,500	\$216,000
1 Ton Dump Truck w-Plow-Sander			\$68,000			\$68,000
Sander Body	\$17,000	\$17,500	\$17,500	\$17,500	\$17,500	\$87,000
Small Equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Snow Plow Replacement	\$12,000		\$12,000		\$12,000	\$36,000
<b>INFRASTRUCTURE IMPROVEMENT</b>	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Traffic Signal Maint & Upgrades	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
<b>ROADS AND PATHS INFRASTRUCTURE</b>	\$2,253,877	\$2,265,475	\$2,277,360	\$2,289,544	\$2,302,033	\$11,388,289
Chapter 90 Roadway	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,750,000
Install Sidewalk Ramps - CDBG	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000



## CAPITAL PLAN FY2019-2023 (continued)

Sum of AMOUNT	2019	2020	2021	2022	2023 Grand Total	
Roadway Reconstruction	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Roadway Reconstruction Override 2011	\$463,877	\$475,475	\$487,360	\$499,544	\$512,033	\$2,438,289
Sidewalks and Curbstones	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Sidewalk Ramp Installation	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
<b>VEHICLE REPLACEMENT</b>	<b>\$258,000</b>	<b>\$477,000</b>	<b>\$376,000</b>	<b>\$98,000</b>	<b>\$175,000</b>	<b>\$1,384,000</b>
33,000 GVW Dump Truck w-Plow	\$92,000	\$94,000	\$96,000	\$98,000		\$380,000
3-4 Ton Pick-up, 4wd w-Plow		\$40,000				\$40,000
44,000 GVW, 4WD Truck w-Sander	\$166,000	\$168,000	\$170,000			\$504,000
Backhoe-Loader - 1.5 CY			\$110,000			\$110,000
Street Sweeper		\$175,000			\$175,000	\$350,000
<b>PUBLIC WORKS MER</b>	<b>\$25,000</b>				<b>\$125,000</b>	<b>\$150,000</b>
<b>EQUIPMENT REPLACEMENT</b>	<b>\$25,000</b>				<b>\$125,000</b>	<b>\$150,000</b>
Fork Lift					\$125,000	\$125,000
Pick Up 4x4	\$25,000					\$25,000
<b>PUBLIC WORKS NATURAL RESOURCES DIVISION</b>	<b>\$215,500</b>	<b>\$108,000</b>	<b>\$125,000</b>	<b>\$120,000</b>	<b>\$282,500</b>	<b>\$851,000</b>
<b>EQUIPMENT REPLACEMENT</b>	<b>\$40,000</b>	<b>\$6,000</b>		<b>\$6,000</b>	<b>\$132,500</b>	<b>\$184,500</b>
Small Equipment		\$6,000		\$6,000		\$12,000
Stump Grinder					\$20,000	\$20,000
Ride-On Mower	\$28,000				\$30,000	\$58,000
Ride-On Blower	\$12,000					\$12,000
Skid Steer					\$75,000	\$75,000
Mower Trailer					\$7,500	\$7,500
<b>VEHICLE REPLACEMENT</b>	<b>\$175,500</b>	<b>\$102,000</b>	<b>\$125,000</b>	<b>\$114,000</b>	<b>\$150,000</b>	<b>\$666,500</b>
1 Ton Pickup Truck		\$62,000				\$62,000
1 Ton Pickup Truck w-Dump Body				\$64,000		\$64,000



## CAPITAL PLAN FY2019-2023 (continued)

Sum of AMOUNT	2019	2020	2021	2022	2023 Grand Total	
3-4 Ton Pickup Truck		\$40,000			\$40,000	
Boom-Dump-Chip Truck			\$125,000		\$125,000	
Bucket Truck	\$150,000				\$150,000	\$300,000
Leaf Vacuum Trailer	\$25,500					\$25,500
Tree Chipper				\$50,000		\$50,000
<b>PUBLIC WORKS PROPERTIES DIVISION</b>		<b>\$20,250,000</b>			<b>\$20,250,000</b>	
<b>INFRASTRUCTURE IMPROVEMENT</b>		<b>\$20,250,000</b>			<b>\$20,250,000</b>	
DPW Facility - Oversight of Construction		\$250,000			\$250,000	
DPW Facility - Site Improvements		\$20,000,000			\$20,000,000	
<b>PUBLIC WORKS WATER/SEWER DIVISION</b>	<b>\$2,670,000</b>	<b>\$2,667,000</b>	<b>\$2,702,000</b>	<b>\$2,753,000</b>	<b>\$2,655,000</b>	<b>\$13,447,000</b>
<b>EQUIPMENT REPLACEMENT</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$25,000</b>
Small Equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
<b>INFRASTRUCTURE IMPROVEMENT</b>	<b>\$2,600,000</b>	<b>\$2,600,000</b>	<b>\$2,650,000</b>	<b>\$2,650,000</b>	<b>\$2,650,000</b>	<b>\$13,150,000</b>
Hydrant and Valve replacement program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer System Rehabilitation	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$4,500,000
Water System Rehabilitation	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$7,000,000
Drainage Rehab - Regulatory Compliance (Ch-308)	\$200,000	\$200,000	\$250,000	\$250,000	\$250,000	\$1,150,000
<b>VEHICLE REPLACEMENT</b>	<b>\$65,000</b>	<b>\$62,000</b>	<b>\$47,000</b>	<b>\$98,000</b>		<b>\$272,000</b>
1 ton Dump Truck		\$62,000				\$62,000
33,000 GVW Dump Truck w-Plow				\$98,000		\$98,000
Hydrant & Valve - Crane Truck	\$65,000					\$65,000
Utility Truck			\$47,000			\$47,000
<b>PURCHASING</b>	<b>\$55,000</b>	<b>\$45,000</b>	<b>\$35,000</b>	<b>\$22,000</b>	<b>\$18,000</b>	<b>\$175,000</b>
<b>PHOTOCOPIER PROGRAM</b>	<b>\$55,000</b>	<b>\$45,000</b>	<b>\$35,000</b>	<b>\$22,000</b>	<b>\$18,000</b>	<b>\$175,000</b>
Photocopier Replacement Program	\$55,000	\$45,000	\$35,000	\$22,000	\$18,000	\$175,000



## CAPITAL PLAN FY2019-2023 (continued)

Sum of AMOUNT	2019	2020	2021	2022	2023	Grand Total
<b>RECREATION</b>	<b>\$1,263,023</b>	<b>\$2,560,000</b>	<b>\$60,000</b>	<b>\$910,000</b>	<b>\$710,000</b>	<b>\$5,503,023</b>
<b>PARKS PLAYGROUNDS &amp; FIELDS</b>	<b>\$1,263,023</b>	<b>\$2,560,000</b>	<b>\$60,000</b>	<b>\$910,000</b>	<b>\$710,000</b>	<b>\$5,503,023</b>
ADA Study Implementation Program	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Bishop Playground				\$375,000		\$375,000
Feasibility Study	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Hurd Field Renovation		\$500,000				\$500,000
Wellington Playground and Clean-up				\$475,000		\$475,000
Poets Corner Field					\$650,000	\$650,000
Reservoir Improvements Phase 2		\$2,000,000				\$2,000,000
Reservoir Design, Engineering, Phase 1 Construction	\$991,000					\$991,000
Hardy School Playground Study	\$39,500					\$39,500
Mill Brook Linear Park Pilot Phase II	\$172,523					\$172,523
<b>REDEVELOPMENT BOARD</b>	<b>\$60,000</b>	<b>\$60,000</b>				<b>\$120,000</b>
<b>DEPARTMENTAL PROJECT</b>	<b>\$60,000</b>	<b>\$25,000</b>				<b>\$85,000</b>
ARB - Central Mechanical-Electric-Plumbing-Elevator		\$25,000				\$25,000
ARB - Central School Boiler Replacement	\$50,000					\$50,000
ARB - Security Cameras (3rd Floor-Lower Level)	\$10,000					\$10,000
<b>PUBLIC BUILDING MAINTENANCE</b>		<b>\$35,000</b>				<b>\$35,000</b>
ARB - Central School Exterior stone, chimney repair		\$10,000				\$10,000
ARB - Central School Slate Roof Repair		\$25,000				\$25,000
<b>SCHOOLS</b>	<b>\$2,725,000</b>	<b>\$1,110,000</b>	<b>\$790,000</b>	<b>\$240,000</b>	<b>\$215,000</b>	<b>\$5,080,000</b>
<b>DEPARTMENTAL PROJECT</b>	<b>\$355,000</b>		<b>\$300,000</b>			<b>\$655,000</b>
Dallin - Chiller	\$250,000					\$250,000
Water penetration Bishop			\$300,000			\$300,000
Building Security Updates	\$105,000					\$105,000



## CAPITAL PLAN FY2019-2023 (continued)

Sum of AMOUNT	2019	2020	2021	2022	2023 Grand Total	
<b>INFRASTRUCTURE IMPROVEMENT</b>	<b>\$1,955,000</b>	<b>\$680,000</b>	<b>\$330,000</b>	<b>\$20,000</b>	<b>\$2,985,000</b>	
Dallin Gym Ventillation	\$40,000				\$40,000	
Hardy Playground	\$200,000	\$300,000			\$500,000	
Ottoson Exterior Step Repair		\$20,000		\$20,000	\$40,000	
Ottoson Music Room Upgrade	\$60,000				\$60,000	
School Playground Upgrades	\$20,000	\$300,000	\$20,000		\$340,000	
Window Screens in Schools	\$60,000	\$60,000	\$60,000		\$180,000	
Ottoson HVAC Roof Top Unit	\$250,000		\$250,000		\$500,000	
Pierce Solar Shades	\$25,000				\$25,000	
Hardy School addition supplement	\$1,300,000				\$1,300,000	
<b>MAJOR REPAIRS</b>		<b>\$125,000</b>			<b>\$125,000</b>	
Landscape Improvements - Bishop School		\$125,000			\$125,000	
<b>PHOTOCOPIER PROGRAM</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$600,000</b>
Photocopier Lease Program	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
<b>STUDENT TRANSPORTATION</b>	<b>\$240,000</b>	<b>\$135,000</b>	<b>\$40,000</b>	<b>\$100,000</b>	<b>\$95,000</b>	<b>\$610,000</b>
Bus #101 - 53 Passenger					\$95,000	\$95,000
Bus #102 - 53 passenger bus		\$95,000				\$95,000
Bus #103 - 77 passenger bus	\$130,000					\$130,000
Bus #105 - 8 passenger Escape			\$40,000			\$40,000
Van #110 - passenger		\$40,000				\$40,000
Bus#107- 53 passenger bus	\$110,000					\$110,000
Bus #108 - 53 passenger bus				\$100,000		\$100,000
<b>VEHICLE REPLACEMENT</b>	<b>\$55,000</b>	<b>\$50,000</b>				<b>\$105,000</b>
Food Services Truck	\$55,000					\$55,000
Replace Truck and Plow		\$50,000				\$50,000



## CAPITAL PLAN FY2019-2023 (continued)

Sum of AMOUNT	2019	2020	2021	2022	2023	Grand Total
<b>TOWN MANAGER</b>	\$105,000	\$5,000	\$5,000			\$115,000
<b>INFORMATION TECHNOLOGY</b>	\$5,000	\$5,000	\$5,000			\$15,000
Website Enhancements	\$5,000	\$5,000	\$5,000			\$15,000
<b>INFRASTRUCTURE IMPROVEMENT</b>	\$100,000					\$100,000
Space Needs Study, Pool and AHS-Housed Depts	\$100,000					\$100,000
<b>TREASURER</b>			\$40,000			\$40,000
<b>EQUIPMENT REPLACEMENT</b>			\$40,000			\$40,000
Multi-Space Parking Meter Replacement			\$40,000			\$40,000
<b>VETERANS' MEMORIAL RINK ENTERPRISE FUND</b>			\$350,000			\$350,000
<b>MAJOR REPAIRS</b>			\$350,000			\$350,000
Ed Burns Arena Roof Work			\$350,000			\$350,000
<b>Grand Total</b>	\$12,888,050	\$35,669,735	\$8,495,060	\$8,205,544	\$7,718,383	\$72,976,772





## CAPITAL PLAN FY2019 –2023 (continued)

	2019	2020	2021	2022	2023	Grand Total
BOND	\$5,275,000	\$21,933,000	\$2,536,000	\$1,965,000	\$1,020,000	\$32,729,000
CASH	\$2,795,027	\$2,426,735	\$2,419,060	\$2,225,544	\$2,508,383	\$12,374,749
OTHER	\$3,615,000	\$10,550,000	\$3,540,000	\$3,540,000	\$3,540,000	\$24,785,000
CPA	\$1,203,023	\$760,000		\$475,000	\$650,000	\$3,088,023
<b>Grand Total</b>	<b>\$12,888,050</b>	<b>\$35,669,735</b>	<b>\$8,495,060</b>	<b>\$8,205,544</b>	<b>\$7,718,383</b>	<b>\$72,976,772</b>

Fiscal Year	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Total
Prior Non-Exempt Debt	\$6,506,880	\$5,714,390	\$4,846,727	\$4,164,215	\$3,822,031	\$25,054,243
Cash	\$2,795,027	\$2,426,735	\$2,419,060	\$2,225,544	\$2,508,383	\$12,374,749
New Non-Exempt Debt Service	\$99,313	\$837,475	\$1,921,959	\$3,143,030	\$3,354,396	\$9,356,173
BAN Interest and Principal	\$17,850	\$6,375	\$168,938	\$0	\$0	\$193,163
<b>Total Non-Exempt Tax Burden</b>	<b>\$9,419,069</b>	<b>\$8,984,975</b>	<b>\$9,356,684</b>	<b>\$9,532,789</b>	<b>\$9,684,810</b>	<b>\$46,978,327</b>
Direct funding sources:						
Non-exempt Bond Premium FY2018	(\$3,019)					(\$3,019)
Rink Enterprise Funds	(\$82,591)	(\$79,966)	(\$62,381)	(\$83,906)	(\$81,194)	(\$390,038)
Ambulance Revolving Fund	(\$15,675)	(\$47,175)	(\$30,675)	(\$86,475)	(\$59,280)	(\$239,280)
Capital Carry Forwards	(\$393,382)					(\$393,382)
Antennae Funds	(\$205,546)	(\$192,044)	(\$183,038)	(\$177,032)	(\$173,025)	(\$930,685)
Urban Renewal Fund	(\$43,844)	(\$42,444)	(\$41,044)	(\$39,644)	(\$38,244)	(\$205,219)
Asset Sale Proceeds	(\$250,000)					(\$250,000)
Adjust for Roadway Reconstruction Override 2011	(\$463,877)	(\$475,474)	(\$487,361)	(\$499,545)	(\$512,033)	(\$2,438,290)
Adjust for 2016 and prior Bond Premium	(\$552,822)	(\$516,611)	(\$260,240)			(\$1,329,673)
Adjust for 2018 encumbered debt service						\$0
<b>Net Non-Exempt Plan</b>	<b>\$7,408,314</b>	<b>\$7,631,262</b>	<b>\$8,291,945</b>	<b>\$8,646,188</b>	<b>\$8,821,034</b>	<b>\$40,798,742</b>
<b>Pro Forma Budget</b>	<b>\$148,762,870</b>	<b>\$156,026,748</b>	<b>\$163,262,721</b>	<b>\$170,911,915</b>	<b>\$177,748,399</b>	<b>\$816,712,654</b>
<b>Budget For Plan at 5%</b>	<b>\$7,438,144</b>	<b>\$7,801,337</b>	<b>\$8,163,136</b>	<b>\$8,545,596</b>	<b>\$8,887,420</b>	<b>\$40,835,633</b>
<b>Plan as % of Revenues</b>	<b>4.98%</b>	<b>4.89%</b>	<b>5.08%</b>	<b>5.06%</b>	<b>4.96%</b>	<b>5.00%</b>
<b>Variance From Budget</b>	<b>\$29,830</b>	<b>\$170,076</b>	<b>(\$128,809)</b>	<b>(\$100,592)</b>	<b>\$66,386</b>	<b>\$36,891</b>



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## SECTION VII

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# NON-APPROPRIATED EXPENSES



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## NON-APPROPRIATED EXPENSES

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STATE ASSESSMENTS • CHERRY SHEET OFFSETS •  
TAX ABATEMENT OVERLAY • COURT JUDGMENTS AND  
DEFICITS

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**NON-APPROPRIATED EXPENSES**

This category includes mandated assessments and expenditures, which are automatically added to the tax rate without appropriation. Overall, non-appropriated expenses are budgeted to decrease \$232,640 (4.52%) in FY2019. The total projected State Assessments for FY2019 are \$3,285,065, an increase of \$100,492 from FY2018. The MBTA accounts for \$2,963,561 of this total and is increasing 2.52%. The remaining Non-Appropriated expenses include Cherry Sheet Offsets, Court Judgments and Deficits, and Tax Abatement Overlay. These items total \$1,627,291 which is a decrease of \$333,132 from FY2018.

Non-Appropriated Expenses	FY2017 Actual	FY2018 Recap	FY2019 Budget	Budget Change
State Assessments				
MBTA	2,857,454	2,890,723	2,963,561	72,838
RMV Non-Renewal Surcharge	39,520	39,520	39,520	-
Air Pollution Districts	16,051	16,571	16,999	428
Metropolitan Area Planning Council (MAPC)	22,328	22,842	23,348	506
Special Education Charge	12,197	12,685	28,925	16,240
Charter School tuition	152,367	190,532	189,312	(1,220)
School Choice	18,717	11,700	23,400	11,700
<b>State Assessments Sub-total</b>	<b>3,118,634</b>	<b>3,184,573</b>	<b>3,285,065</b>	<b>100,492</b>
Cherry Sheet Offsets	54,397	55,856	56,041	185
Tax Abatement Overlay	1,202,533	1,156,229	800,000	(356,229)
Court Judgments & Deficits	677,875	748,338	771,250	22,912
<b>Total</b>	<b>5,053,439</b>	<b>5,144,996</b>	<b>4,912,356</b>	<b>(232,640)</b>

**MBTA**

The MBTA is composed of 175 communities: the 14 original member communities of the Metropolitan Transit Authority (MTA), and 161 additional communities, which are receiving direct MBTA service. Chapter 161A of the Acts of 2000 increased the number of communities that constitute the MBTA from 78 to 175. The additional 97 communities have been receiving MBTA service; however, the original authorizing language made no provision for these communities to be assessed. The Authority is required to assess each community's share of the overall Authority's assessments. All communities associated with the Authority must contribute to the MBTA State and Local Assistance Fund an amount not less than \$136,026,868. After FY2006, this amount was adjusted each July 1 by the rate of inflation, but not more than 102.5% of the previous year's assessment. Each community's MBTA assessment shall equal its weighted share of the total population of the authority. Chapter 161A, Section 9 has determined the weights for each community. The population figures utilized in this calculation should be the most recent from the United States Census Bureau. Assessments are also weighted by the level of service within each community.

For FY2019, the Town's assessment will increase \$72,838 or 2.52%.

**PARKING FINE REGISTRY SURCHARGE**

If after proper notices, a motorist fails to pay a parking fine, motor vehicle excise tax, or a charge for abandonment of a motor vehicle, the Town notifies the Registry of Motor Vehicles (RMV) not to renew the license and registration of that motorist. To cover the RMV's administrative costs of entering the necessary information into its computer system, the RMV assesses the Town a fee of \$20 for each notification it receives. This fee, which comes through as a charge on the Cherry Sheet, is recovered by the Town by adding this amount and other penalties to the original fine amount. The FY2019 surcharge assessment is estimated to remain unchanged at \$39,520.

**AIR POLLUTION CONTROL DISTRICT**

General Laws Chapter 11, Section 142B, requires that communities be assessed for a portion of the costs incurred by the State Department of Environmental Protection (DEP) to monitor air pollution levels and enforce air quality standards at industrial, commercial, and institutional facilities. Expenditures made for such purposes are assessed against the metropolitan communities, one- half in proportion to the EQV's and one- half by the population of each community. Costs for FY2019 are estimated at \$16,99, an increase of \$428.

**METROPOLITAN AREA PLANNING COUNCIL**

The basic purpose of the Council is to coordinate and assist communities in their planning efforts, particularly for those activities or projects that may have a regional impact. The assessment for FY2019 is estimated at \$23,348, an increase of \$506 from FY2018.

***CHARTER SCHOOL TUITION***

The purpose of this program is to assess the sending municipality or regional school district for pupils attending charter schools. Charter school tuition charges are assessed against the sending district and paid to the charter school district. Charter Schools receive per-pupil payments from sending districts equal to the average cost per student in that district, plus a capital funding share equal to the state average of what districts pay per pupil in principal and interest for land and buildings. Cherry Sheet assessments for the upcoming fiscal year are based on pre-enrollment data from October of the current fiscal year. Final assessments are based upon March 15 figures. The tuition assessment for FY2019 is estimated on the preliminary Cherry Sheet at \$189,312 a decrease of \$1,220 from FY2018.

***SCHOOL CHOICE SENDING TUITION***

This is an assessment to the Town of Arlington for pupils attending another school district under school choice. School choice tuition charges are assessed against a sending district and paid to a receiving school district. Per pupil tuition rates are based on the receiving district's per pupil costs for the prior fiscal year. Costs are based on instruction, pupil services, administration, maintenance, and fixed charges. A student's tuition equals 75 percent of the per pupil cost, up to a limit of \$5,000, so effectively Arlington is charged \$5,000 per student, except for students with an individualized education plan, in which case a special education increment augments that tuition. The FY2019 charge is \$23,400.

***CHERRY SHEET OFFSETS***

Included in the estimated amount of aid to be received from the state are grant funds for the Town's Public Libraries. These funds are reserved for direct expenditure by the Library and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State aid estimate is also included in the non-appropriated expenses section as offsetting debits.

The library grant actually includes three grant programs more fully described in the revenue section of this budget under Cherry Sheet Offsets. It is projected to increase slightly to a total of \$56,041.

**TAX ABATEMENT OVERLAY**

State law requires that the Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated. Individual tax abatements are paid out of this fund. The final amount of the overlay account is determined by the Assessors and added to the tax rate without appropriation, and is usually set at anywhere from 1% to 2.5% of the tax levy. In revaluation years, which occur every three years, the overlay account is usually set at a higher amount in anticipation of an increased number of abatements. In other years, the overlay is set closer to \$600,000. In FY2018 the overlay was set at \$600,000 and in FY19 it will be set at \$800,000, because it is a revaluation year. Any surplus left in an overlay account is appropriated by Town Meeting in much the same manner as free cash. Below is a chart showing the disposition of Overlay funds for the last three years, showing a total remaining balance of approximately \$1,217,427. From these reserve balances, \$200,000 is proposed to be declared surplus and be used in FY2019.

## Tax Abatement Overlay Funds

	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>
Overlay Amount	\$1,534,082	\$1,746,721	\$1,172,653
Abatements & Exemptions To-Date	-\$382,210	-\$329,294	-\$299,339
Declared Surplus To General Fund	<u>-\$200,000</u>	<u>\$200,000</u>	<u>-\$200,000</u>
Available Balance	\$951,872	\$1,217,427	\$637,314

**COURT JUDGMENTS, DEFICITS, AND OTHER**

State law provides that if the Town receives a court judgment requiring the payment of funds, the Treasurer, with the Director of Account's approval, may pay the award from the treasury without appropriation. The amount must then be added to the tax rate for the following year unless a subsequent appropriation is made to cover the deficit prior to setting the next year's tax rate.

From time to time, there are other non-appropriated expenses which have to be added to the tax rate. Any deficits in revenue, overlay, pensions, or debt and interest accounts, along with tax title amounts, and snow and ice budgets, must be added to the following year's tax rate. In addition, as a result of a special act of the legislature, any tax revenue from the Symmes project is debited here as a reserve to pay down the debt for the Symmes project. Once the debt is paid off in FY2022, the taxes associated with the project will go into the general fund, like all other property taxes. In FY2018, the total of these items was \$748,338. For FY2019, an allowance of \$771,250 has been made for any such judgments, snow deficits, or Symmes taxes.





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## SECTION VIII

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# FUND INFORMATION & TOWN FINANCIAL POLICIES



### Financial Funds and Basis of Accounting

**Governmental** fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for un-matured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

The Town considers property tax revenues available if they are collected within 60 days after year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

- The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.
- The *capital borrowing fund* is a capital project fund used to account for the Town's annual capital appropriations that are budgeted to be financed through long-term borrowing.
- The non-major governmental funds consist of special revenue, other capital projects, and permanent funds that are aggregated and presented in the *non-major governmental funds* column on the governmental funds financial statements.

The following describes the general use of these fund types:

- The *special revenue fund* is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than permanent funds or capital projects.
- The *capital projects fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets of the governmental funds.
- The *permanent fund* is used to account for and report financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

**Financial Funds and Basis of Accounting (continued)**

**Proprietary** fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The following major proprietary funds are reported:

- The *water and sewer enterprise fund* is used to account for the water and sewer activities.
- The *youth services enterprise fund* is used to account for the youth services activities.
- The *council on aging enterprise fund* is used to account for the council on aging activities.
- The *Ed Burns Arena enterprise fund* is used to account for the rink activities.
- The *recreation enterprise fund* is used to account for the recreation activities.

**Fiduciary** fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

- The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.
- The *other postemployment benefit trust fund* is used to accumulate resources to provide funding for future other postemployment benefits (OPEB) liabilities.
- The *private-purpose trust fund* is used to account for trust arrangements, other than those properly reported in the pension trust fund, other postemployment benefit trust, or permanent fund, under which principal and investment income exclusively benefit individuals, private organizations, or other governments.
- The *agency fund* is used to account for assets held in a purely custodial capacity.

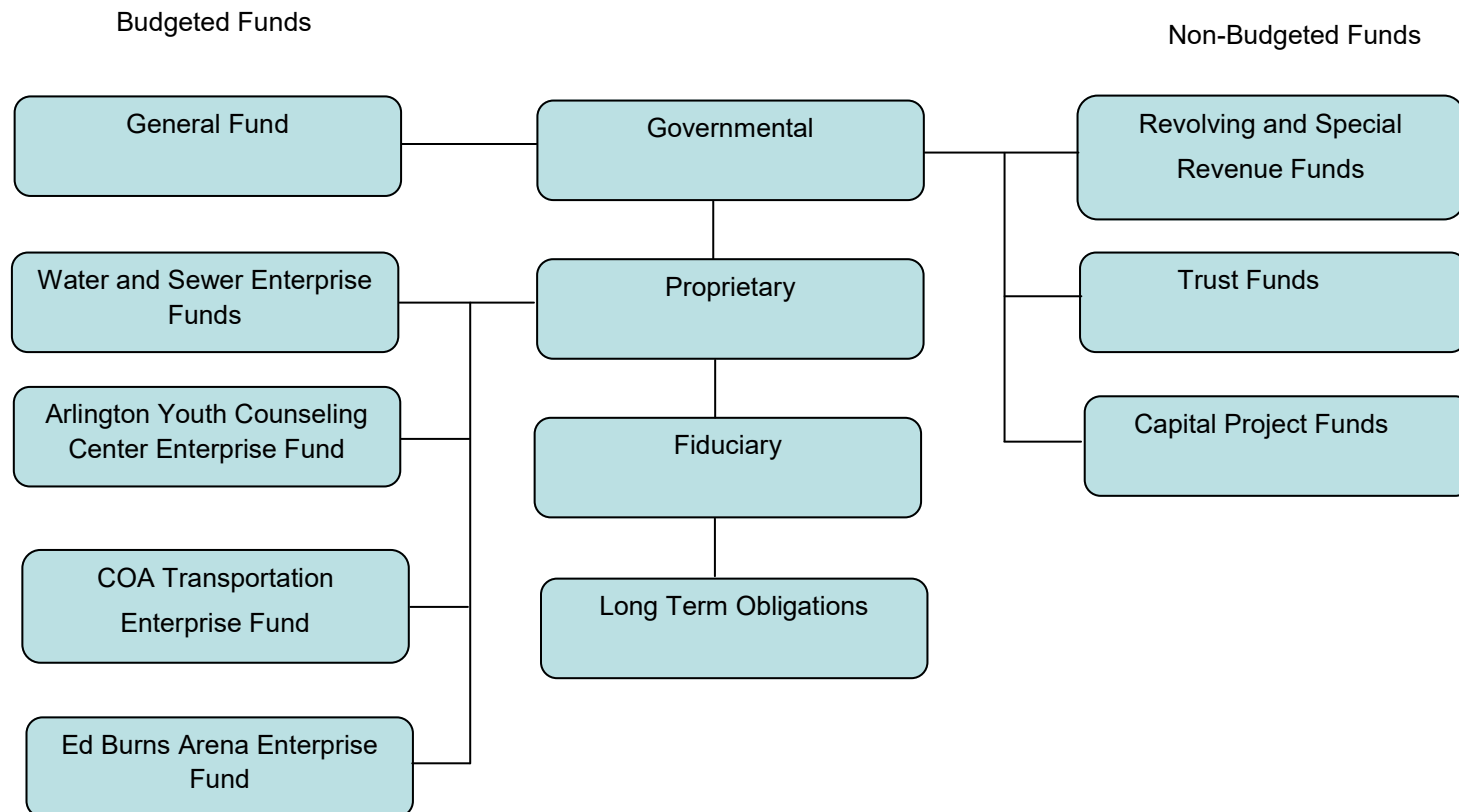
**Financial Funds and Basis of Accounting (*continued*)**

An annual budget is adopted for the Town's General and Enterprise Funds. The Town's annual budget is adopted on a statutory basis, specific to the Commonwealth of Massachusetts, and it differs in some respects from GAAP. The major differences between the budget and GAAP basis are that:

1. Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).
2. For the budget, encumbrances are treated as expenditures in the year the commitment is made. Also, certain appropriations do not lapse and are treated as budgetary expenditures in the year they are authorized as opposed to when the liability is actually incurred (GAAP).
3. The depreciation of Fixed Assets is not recognized as a current expense on a budgetary basis, except to the extent that actual maintenance costs are included in departmental budgets.



**All Funds**





## Overall Budget Summary

	General Fund	Water and Sewer	Recreation	Rink	AYCC	COA Transport	Total Funds
<b>Revenue</b>							
Property Tax	\$ 123,704,451						\$ 123,704,451
Local Receipts/Fees	\$ 9,171,000	\$ 15,744,804	\$ 1,786,150	\$ 632,521	\$ 531,988	\$ 71,900	\$ 27,938,363
State Aid	\$ 19,807,315						\$ 19,807,315
School Construction Aid	\$ 476,523						\$ 476,523
Free Cash/Fund Balance	\$ 4,593,375					\$ 17,805	\$ 4,611,180
Other Funds	\$ 200,000						\$ 200,000
Override Stabilization Fund	\$ 2,755,435						\$ 2,755,435
Transfers in (Offsets)	\$ 2,479,812	\$ 5,593,112			\$ 120,000		\$ 8,192,924
<b>TOTAL REVENUES</b>	<b>\$ 163,187,911</b>	<b>\$ 21,337,916</b>	<b>\$ 1,786,150</b>	<b>\$ 632,521</b>	<b>\$ 651,988</b>	<b>\$ 89,705</b>	<b>\$ 187,686,191</b>
<b>Expenditures</b>							
Salaries	\$ 27,679,831	\$ 2,314,443	\$ 781,980	\$ 272,590	\$ 396,189	\$ 67,705	\$ 31,512,738
Expenses	\$ 10,518,852	\$ 833,700	\$ 954,100	\$ 228,810	\$ 255,799	\$ 22,000	\$ 12,813,261
Arlington School Department	\$ 66,102,319						\$ 66,102,319
Minuteman Regional High School	\$ 4,936,724						\$ 4,936,724
Non-Departmental (Healthcare & Pensions)	\$ 27,924,645	\$ 1,670,310	\$ 50,070	\$ 48,530			\$ 29,693,555
Capital (Includes Debt Service)	\$ 12,839,157	\$ 1,867,094		\$ 82,591			\$ 14,788,842
MWRA Debt Shift/Transfers to Other Funds	\$ 5,593,112	\$ 14,652,369					\$ 20,245,481
Warrant Articles	\$ 1,127,628						\$ 1,127,628
Reserve Fund & Elections	\$ 1,553,287						\$ 1,553,287
Override Stabilization Fund Deposit	\$ -						\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 158,275,555</b>	<b>\$ 21,337,916</b>	<b>\$ 1,786,150</b>	<b>\$ 632,521</b>	<b>\$ 651,988</b>	<b>\$ 89,705</b>	<b>\$ 182,773,835</b>
<b>Non-Appropriated Expenses</b>	<b>\$ 4,912,356</b>						<b>\$ 4,912,356</b>
State Assessment, Library Direct Aid, Overlay							
<b>TOTAL EXPENSES</b>	<b>\$ 163,187,911</b>	<b>\$ 21,337,916</b>	<b>\$ 1,786,150</b>	<b>\$ 632,521</b>	<b>\$ 651,988</b>	<b>\$ 89,705</b>	<b>\$ 187,686,191</b>
<b>Surplus / (Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Fund Balances**

The Town defines a **fund balance** as the difference between assets and liabilities reported in a government fund. This is also known as fund equity. The Town classifies the funds as follows: General Fund, Enterprise Funds, Reserve Funds and Revolving Funds.

**General Fund** – The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.

**Free Cash** – “Free Cash” is a revenue source that results from the calculation, as of July 1, of a community’s remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year just ending, plus unexpended free cash from the previous year. Consistent with current practice, the Town appropriates up to 50% of its Free Cash balance from the prior year to as an operating revenue.

**Enterprise Fund** – An enterprise fund, authorized by MGL Ch. 44 Sec. 53F ½ is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered user charges and the portion that is subsidized by the tax levy, if any.

**Revolving Fund** – A revolving fund allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For department revolving funds, MGL Ch. 44 Sec. 53E ½ stipulates that each fund must be reauthorized each year at annual Town Meeting and that a limit on the total amount that may be spent from each fund must be established at that time.

**Urban Renewal Fund** – An urban renewal fund is a fund set up to help a community meet the planning and implementation costs of urban revitalization and development projects.



**Reserve Fund** – An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for “extraordinary or unforeseen” expenditures. Other uses of the fund require budgetary transfers by Town Meeting.

**Tip Fee Stabilization Fund** – The Town of Arlington participated in a regional solid waste consortium, the North East Solid Waste Committee. Upon leaving the consortium in September of 2005, the Town was entitled to revenue derived from the regional agreement. Since then, the Town uses funds from the Tip Fee Stabilization Fund to offset solid waste disposal costs. The Town appropriated \$164,000 from the fund in FY2014 depleting its balance.

**Municipal Buildings Trust Fund** – In accordance with Massachusetts General Law, Chapter 40, Section 13, the Town established a Municipal Buildings Trust Fund for the purposes of offsetting the costs associated with significant property loss.

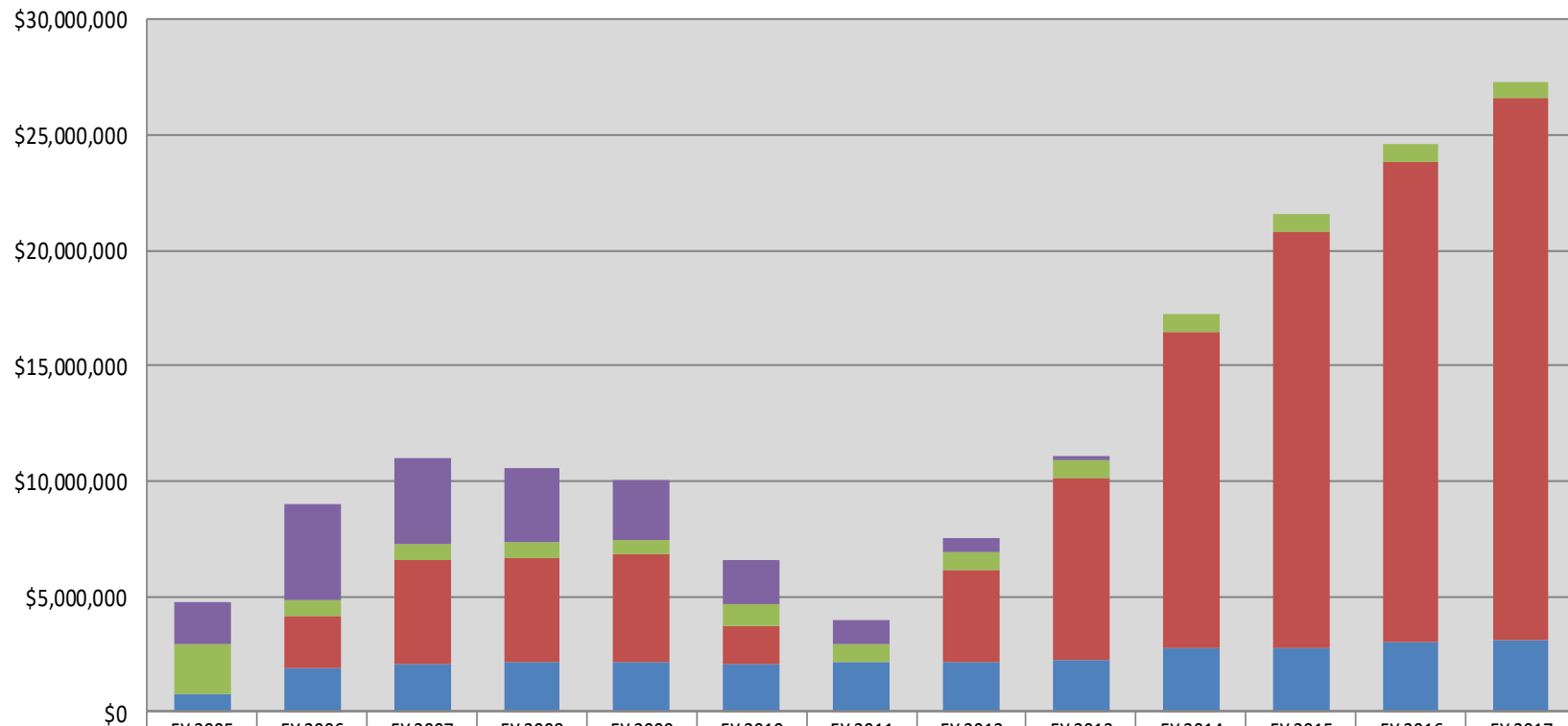
**Override Stabilization Fund** – The Override Stabilization Fund was created as a result of the 2005 Proposition 2 1/2 override. The Town makes annual appropriations to the fund until the time in which it is necessary to make withdrawals for the purposes of balancing the general fund budget. As the graph illustrates on page 205, the first appropriation to the fund was in FY2006 after the passage of an operating override and was depleted in FY2011. The Town passed another override leading into FY2012 which explains the increase of \$3,993,618 that year.

**Long Term Stabilization Fund** – In accordance with Massachusetts General Law, Chapter 40, Section 5B, the Town may appropriate in any year an amount not exceeding, in the aggregate, 10% of the amount raised in the preceding fiscal year’s tax levy. The Town may appropriate funds from the Long Term Stabilization Fund for any lawful purpose with a two-thirds vote of Town Meeting.





**Reserve Fund Balances**  
(end of year)



Tip Fee Stabilization	\$1,807,932	\$4,207,248	\$3,723,911	\$3,187,031	\$2,559,441	\$1,888,492	\$1,012,094	\$563,769	\$164,260	-	-	-	-
Municipal Trust Fund	\$2,187,797	\$714,029	\$736,575	\$702,689	\$613,717	\$963,451	\$853,710	\$835,406	\$816,559	\$796,870	\$771,724	\$752,491	\$720,989
Override Stabilization	-	\$2,180,289	\$4,479,519	\$4,531,174	\$4,687,515	\$1,581,292	-	\$3,993,618	\$7,888,722	\$13,678,300	\$18,000,920	\$20,850,650	\$23,481,076
Long Term Stabilization	\$788,805	\$1,924,215	\$2,052,009	\$2,138,449	\$2,157,451	\$2,105,456	\$2,114,858	\$2,121,897	\$2,227,631	\$2,768,663	\$2,774,188	\$2,982,120	\$3,119,606



## Revolving Fund Balances

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Ambulance/Life Support	\$73,325	\$109,742	\$264,069	\$376,291	\$446,194	\$396,176	\$256,610	\$298,672	\$405,815	\$547,148	\$628,306	\$687,553
Board of Health		\$38,162	\$41,927	\$45,106	\$79,163	\$91,253	\$103,800	\$86,284	\$65,529	\$56,720	\$104,466	\$113,619
Conservation Commission	\$2,726	\$2,937	\$2,937	\$2,847	\$2,897	\$2,907	\$3,221	\$3,312	\$2,742	\$2,742	\$2,710	\$2,623
Council on Aging Program									\$4,320	\$4,571	\$9,974	\$22,263
Field User Fees	\$21,539	\$10,769	\$76,974	\$52,865	\$88,845	\$62,975	\$49,757	\$72,820	\$63,849	\$23,390	\$36,126	\$48,065
Fox Library	\$6,365	\$8,978	\$12,347	\$14,241	\$13,463	\$16,523	\$17,891	\$13,690	\$15,068	\$16,773	\$3,780	\$3,857
Gibbs School Energy							\$25,688	\$27,730	\$36,459	\$34,171	\$28,078	\$26,468
Library PC Vendor					\$6,971	\$12,711	\$13,361	\$14,315	\$4,873	\$4,745	\$8,420	\$9,661
Private Way Repair	\$27,790	\$24,148	\$37,396	\$13,305	\$13,305	\$13,305	\$1,305	\$13,305	\$50,858	\$87,715	\$118,526	\$85,767
Public Way Repair	\$1,559	\$1,559	\$1,559	\$168	\$168	\$168	\$168	\$168	\$168	\$168	\$168	\$15,255
Robbins House Rental				(\$4,117)	\$19,927	\$22,958	\$33,938	\$35,312	\$31,893	\$19,093	\$13,027	\$17,641
Robbins Library Rental				\$6,492	\$9,187	\$11,658	\$17,892	\$16,751	\$21,696	\$26,586	\$24,451	\$24,414
Town Hall Rental		\$2,275	\$6,989	\$3,456	\$8,601	\$29,904	\$42,735	\$22,163	\$14,534	\$70,154	\$96,859	\$86,999
Uncle Sam				\$334	\$334	\$344	\$319	\$411	\$1,526	\$1,526	\$1,526	\$1,526
White Good Recycling					\$27,887	\$44,369	\$38,202	\$16,755	\$45,109	\$57,406	\$57,041	\$59,216
<b>TOTAL</b>	<b>\$133,304</b>	<b>\$198,570</b>	<b>\$444,198</b>	<b>\$510,988</b>	<b>\$716,942</b>	<b>\$705,251</b>	<b>\$604,887</b>	<b>\$621,688</b>	<b>\$764,439</b>	<b>\$952,908</b>	<b>\$1,133,458</b>	<b>\$1,204,928</b>

## Urban Renewal Fund Balance

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
<b>Urban Renewal Fund</b>	<b>\$308,043</b>	<b>\$226,273</b>	<b>\$215,906</b>	<b>\$98,056</b>	<b>\$249,860</b>	<b>\$290,665</b>	<b>\$377,193</b>	<b>\$399,794</b>	<b>\$400,732</b>	<b>\$439,839</b>	<b>\$542,262</b>	<b>\$456,159</b>



## Fund Balances

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
<b>General Fund (Free Cash)</b>	3,637,574	2,995,814	1,164,101	770,498	4,378,542	7,793,055	6,085,848	6,871,692	9,074,598	9,701,131	9,701,131
<b>Enterprise Funds</b>											
<b>Water/Sewer Enterprise</b>	5,110,456	4,718,828	5,550,844	3,117,257	4,422,651	2,551,390	2,497,966	3,718,958	8,546,621	7,188,427	7,299,339
<b>Youth Enterprise</b>	27,417	(20,345)	53,598	42,184	50,000	67,661	45,315	23,474	23,056	37,349	44,349
<b>Council on Aging Enterprise</b>	12,595	30,686	44,318	50,448	97,152	112,520	114,489	132,640	63,211	80,209	50,658
<b>Rink Enterprise</b>	13,690	38,620	58,412	27,702	91,325	78,992	90,435	74,503	77,154	78,839	357,573
<b>Recreation Enterprise</b>	78,221	85,392	68,360	77,200	101,380	105,452	120,887	132,023	205,874	381,219	446,480

## MAJOR &amp; NON MAJOR FUNDS - CHANGES IN FUND BALANCE

## General Fund - 0100 &amp; 0200

Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$10,291,536		
2016	\$10,291,536	\$13,761,217	\$3,469,681	34%
2017	\$13,761,217	\$14,783,863	\$1,022,646	7%
2018	\$14,783,863	\$14,783,863	\$0	0%

Est.

*The General Fund is the primary operating fund of the Town, and is used to account for all financial resources except those that are required to be accounted for in other funds.*

*For FY18, it is estimated that fund balance will remain consistent with FY17.*

## Water &amp; Sewer Enterprise Fund - 6500

Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$8,546,621		
2016	\$8,546,621	\$7,188,427	(\$1,358,194)	-16%
2017	\$7,188,427	\$7,299,339	\$110,912	2%
2018	\$7,299,339	\$7,299,339	\$0	0%

Est.

*The Water and Sewer Enterprise Fund is a proprietary (enterprise) fund that is used to account for the water and sewer activities of the Town.*

*For FY18, it is estimated that fund balance will remain consistent with FY17.*

**AYCC Enterprise Fund - 6550**

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$23,055		
2016	\$23,055	\$37,349	\$14,294	62%
2017	\$37,349	\$44,349	\$7,000	19%
2018	\$44,349	\$44,349	\$0	0%

Est.

*The Arlington Youth Counseling Center (AYCC) is a proprietary (enterprise) fund that is used to account for the activities of the AYCC.*

*The undesignated fund balance in FY17 saw an increase due to higher than anticipated revenue collections and appropriation turnbacks.  
For FY18, it is estimated that fund balance will remain consistent with FY17.*

**COA Transportation Enterprise Fund - 6560**

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$63,211		
2016	\$63,211	\$80,209	\$16,998	27%
2017	\$80,209	\$50,658	(\$29,551)	-37%
2018	\$50,658	\$50,658	\$0	0%

Est.

*The Council on Aging (COA) Transportation Fund is a proprietary (enterprise) fund that is used to account for the activities of the COA Transportation services.*

*The undesignated fund balance has decreased slightly in FY17 due to lower than anticipated revenue collections.  
For FY18, it is estimated that fund balance will remain consistent with FY17.*

**Rink Enterprise Fund - 6570**

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$77,154		
2016	\$77,154	\$78,839	\$1,685	2%
2017	\$78,839	\$96,636	\$17,797	23%
2018	\$207,997	\$207,997	\$111,361	115%

Est.

*The Rink Enterprise Fund is a proprietary (enterprise) fund that is used to account for the activities of the municipal ice skating rink.*

*Undesignated fund balance is expected to increase in FY18, because of reclassification of debt borrowing proceeds from a previous year.*

**Recreation Enterprise Fund - 6580**

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$205,894		
2016	\$205,894	\$381,219	\$175,325	85%
2017	\$381,219	\$446,480	\$65,261	17%
2018	\$446,480	\$446,480	\$0	0%

Est.

*The Recreation Fund is a proprietary (enterprise) fund that is used to account for the activities of the recreation department.*

*Undesignated fund balance increase in FY17 due to higher than anticipated enrollment in many of the recreation programs which increased revenues over budgeted amounts combined with appropriation turnbacks.  
Fund balance is expected to remain consistent with FY17 for FY18.*

**Urban Renewal Fund - 2770**

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$375,926		
2016	\$375,926	\$486,914	\$110,988	30%
2017	\$486,914	\$456,159	(\$30,755)	-6%
2018	\$456,159	\$270,000	(\$186,159)	-41%

Est.

*The Urban Renewal Fund was set up to help the Town meet the planning and implementation costs of urban revitalization and development projects.*

*The fund decreased in FY17 due to loss of rental revenues (vacancies).  
The FY18 Budget provided for rent payments for Town occupants of the Central School (HHS) to be made to the Fund to stabilize the balance.*

**Antenna Fund - 3480**

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$831,935		
2016	\$831,935	\$658,075	(\$173,860)	-21%
2017	\$658,075	\$649,256	(\$8,819)	-1%
2018	\$649,256	\$649,256	\$0	0%

Est.

*The Antenna Fund was created by home rule petition that allows for deposits of revenue generated from rent collected on antennas placed on municipal buildings. This revenue is used to fund open space and recreation purposes.*

*The fund decreased slightly in FY17 due to expenses exceeding revenues. For FY18, the fund is estimated to remain consistent with FY17 fund balance due to revenues and expenses expected to offset each other for FY18.*

**Fiscal Stabilization Fund - 8950**

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$18,000,920		
2016	\$18,000,920	\$20,850,650	\$2,849,730	16%
2017	\$20,850,650	\$23,481,076	\$2,630,426	13%
2018	\$23,481,076	\$23,692,212	\$211,136	1%

Est.

*The Fiscal Stabilization Fund (aka the "override" stabilization fund) was created in 2005 to help keep the budget stable and to avoid annual override votes. Funds are accumulated when there are excess funds, and drawn down when spending exceeds available recurring revenue sources.*

*For FY2018, the fund is estimated to decrease by \$6.5 million to fund a budget gap in the FY2019 budget.*

**Stabilization Fund - 8850**

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$2,879,467		
2016	\$2,879,467	\$2,992,020	\$112,553	4%
2017	\$2,992,020	\$3,119,606	\$127,586	4%
2018	\$3,119,606	\$3,229,606	\$110,000	4%

Est.

*The Stabilization Fund is the Town's "rainy day" fund. It can be used for any lawful purpose with a two-thirds vote of Town Meeting.*

*For FY2018, the Fund is estimated to increase by \$110,000 through Town Meeting appropriation and assumed interest earned on principal balance.*

**OPEB - Retiree Healthcare Fund - 8890** Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$8,377,646		
2016	\$8,377,646	\$9,184,192	\$806,546	10%
2017	\$9,184,192	\$11,201,306	\$2,017,114	22%
2018	\$11,201,306	\$12,350,984	\$1,149,678	10%

Est.

*The OPEB fund is used to accumulate resources to provide funding for future other post-employment benefits (OPEB) liabilities.*

*The FY2017 fund balance increased by \$2.5m due to appropriations made by Town meeting from available funds and from the Health Claims Trust Fund, as well as investment earnings. FY2018 is estimated to increase by \$1.15 million due to \$900k appropriations and estimated investment income.*

**Health Claims Trust Fund - 8860** Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$2,808,350		
2016	\$2,808,350	\$2,528,945	(\$279,405)	-10%
2017	\$2,528,945	\$2,248,008	(\$280,937)	-11%
2018	\$2,248,008	\$1,948,008	(\$300,000)	-13%

Est.

*Health Claims Trust Fund is a fund that is a holdover from when the Town was self-insured. All funds are Town funds. The Town is now insured on a premium-based plan through the Commonwealth's health insurance plans.*

*The FY2017 fund balance decreased by \$299k due to a \$300k appropriation from the fund to the OPEB fund combined with interest earnings received. FY2018 also uses \$300k to fund the OPEB fund, and also assumes interest income.*



### Town of Arlington Standing Financial Policies & Practices

**Balanced Budget:** The Town defines a balanced budget as a budget in which receipts are greater than (or equal to) expenditures. The Commonwealth of Massachusetts requires all municipalities to present a balanced budget each year as a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined period of time.

**Free Cash Practice:** The Town of Arlington appropriates up to 50% of the prior year's Certified Free Cash Balance as an operating revenue with a majority vote of Town Meeting.

**Capital Budget:** The Town Manager shall present a Capital Budget equal to 5% of projected revenues. The Town has followed this practice since 1986.

### Town of Arlington Override Policies & Commitments

As part of the Town's Proposition 2 ½ Override campaign in 2011, the Town made several financial commitments that would guide the Town's financial planning for future years. Below are those original commitments with updates in bold.

- Override funds will be made to last at least three years (FY2012-FY2014). No general override will be sought during this period. – **Current projections have extended the plan to cover FY2012-FY2020.**
- Town and School operating budget increases will be capped at 3.5% per year. An additional allowance of up to 7% shall be allowed for documented special education cost increases. Should actual special education cost increases exceed this amount, the remaining School budget shall be decreased by the difference. – **This commitment has been maintained and this year's Town operating budget is being held to a 3.25% increase. Due to continuing enrollment growth, a school funding increase above 3.5% is proposed and discussed herein.**
- Health care cost increases will be programmed at 7%. Should actual increases exceed this amount, the Town and School budget totals shall be proportionately decreased by the excess amount. Should actual increases be less than this amount as a result of negotiated health care savings, the extra savings will be:
  - ◇ Deposited into the override stabilization fund to extend the three year override period;
  - ◇ Used to preserve services; and



- ◇ To satisfy any and all negotiated items between the Town Manager, its employees, and its retirees. – **The override period has been extended to nine years from the original three-year period based to a large degree on health care savings and the first year health care savings also supported FY2012 wage settlements with employee bargaining units. For future planning purposes, health care premiums are projected to grow 5.25%, which more accurately reflects the historical average annual growth of Group Insurance Commission premiums.**
- An additional \$600,000 shall be appropriated for the School Department in FY2012 and \$400,000 shall be appropriated each year in addition to the amount currently appropriated in the capital budget for road improvements. – **This commitment has been met.**
- Reserves shall be maintained in an amount equivalent to at least 5% of the budget. – **This commitment is being maintained.**





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## SECTION IX

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# GLOSSARY



## GLOSSARY OF TERMS

<b>Assessment/Offsets</b>	The amount the State automatically deducts from Local Aid to cover town-shared expenses. The primary items that make up this amount are charter school and MBTA assessments.
<b>Bond Anticipation Note (BAN):</b>	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years, if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
<b>Capital (Includes Debt Service):</b>	The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects.
<b>Cherry Sheet:</b>	The official notification by the Massachusetts Commissioner of Revenue to municipalities and school districts of estimated state aid to be paid and charges to be assessed over the next fiscal year. As the state budget process unfolds updated local aid proposals are posted. Cherry Sheets are issued once the state budget is enacted by the Legislature and approved by the Governor.
<b>Chapter 70 School Aid Cherry Sheet:</b>	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State Aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
<b>Chapter 90 Highway Funds:</b>	State funds derived from transportation bond authorizations and apportioned to communities for road projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant.



<b>Collective Bargaining:</b>	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union.
<b>Debt Exclusion:</b>	A debt exclusion is the amount levied to the taxpayers in addition to the usual tax limit under Proposition 2½ to pay for the debt service on bonds issued for large capital projects. The amount of the tax increase is net of any reimbursement from the state, for example, for school building projects. The debt exclusion remains in effect until the bonds are paid.
<b>Designated Unreserved Fund Balance:</b>	A limitation on the use of all or part of the expendable balance in a governmental fund.
<b>Enterprise Funds:</b>	An Enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an Enterprise fund, all costs of service delivery — direct, indirect, and capital costs — are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the surplus or unrestricted net assets generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Arlington has four enterprise funds: Council on Aging Transportation, Recreation, Ed Burns Arena, Water & Sewer, and Youth Services.
<b>Enterprise Fund Debt:</b>	Debt service that is funded from Water & Sewer rates.
<b>Equalized Valuations (EQVs):</b>	The calculation of the full and fair cash of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in determining some state aid accounts and for calculating county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biennially determining an equalized valuation for each city and town in the Commonwealth.
<b>Excess Levy Capacity:</b>	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Board of Selectmen must be informed of excess levy capacity and their acknowledgement must be submitted to DOR when setting the tax rate.
<b>Excluded or</b>	Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a



<b>Exempt Debt:</b>	community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½.
<b>Fiscal Year:</b>	A fiscal year runs July 1 through June 30. For example, fiscal year 2019 runs from July 1, 2018 through June 30, 2019.
<b>Foundation Budget:</b>	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.
<b>Free Cash:</b>	A revenue source that results from the calculation, as of July 1, of a community's remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It includes actual revenue receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year, plus unexpended free cash from the previous year. After the books are closed for the year, potential available funds' balances are submitted to the State for certification. Certification of Free Cash is generally submitted to the Department of Revenue in the fall with final certification in late fall or early winter. It is strongly recommended that free cash be spent on one-time expenditures since free cash itself is a one-time revenue source.
<b>GASB 34:</b>	A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.
<b>GASB 45:</b>	This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.
<b>GIS:</b>	Geographic Information System, a computerized mapping system and analytical tool that allows a community to access information on a parcel, area, or community wide basis. It also allows parcels



to be identified and sorted on the basis of specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, floodplains, as well as other data.

**Levy Ceiling:**

A levy ceiling is a restriction on the tax levy, imposed by MGL Ch. 59 §21C (Proposition 2½ ). It requires property taxes may not exceed 2½ percent of the total full and fair cash value of all taxable property, in other words, the maximum tax rate can be \$25 per \$1,000 of value. Property taxes levied may exceed this limit only if the community passes a capital, debt, or special exclusion.

**Levy Limit:**

MGL Ch. 59 §21C (Proposition 2½) states that the real and personal property taxes imposed by a city or town (the levy) may grow each year by 2½ percent above the prior year's levy limit, plus new growth, plus any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital, debt, or special exclusion.

**Local Receipts:**

Local receipts revenue collected through departmental operations. The primary local receipts are motor vehicle excise taxes, interest income, permits, licensees, fines, and fees.

**Tax Levy Limit:**

This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and can increase by 2.5% each year.

**M.G.L.:**

The Massachusetts General Laws, the official laws of the Commonwealth of Massachusetts.

**Municipal Departments:** Board of Selectmen, Town Manager, Human Resources, Comptroller, Treasurer, Postage, Assessors, Information Technology, Legal, Town Clerk, Parking, Planning & Community Development, Facilities, Public Works, Police, Fire, Inspectional Services, Libraries, Health and Human Services, Board of Health, Veterans' Services, Council on Aging, Enterprise Funds (Water/Sewer, Recreation, Ed Burns Arena, Council on Aging Transportation, Youth Services), and other related boards (Board of Registrars, Redevelopment Board, and Zoning Board of Appeals).

**MWRA Debt Shift:**

The Town has accepted provisions of M.G.L., Ch. 59 § 21C whereby water and sewer debt costs are subsidized by taxes. Per vote of the Board of Selectmen, the MWRA Debt Shift has been fixed at \$5,593,112 since FY2007.

**New Growth:**

New Growth previously untaxed property, such as when a property owner makes improvements to an existing home or business or builds a new building. It increases the assessed value and adds to the levy limit.



<b>Non-Appropriated Expenses:</b>	Expenses which are contained on the cherry sheet from the state and charged to the Town the largest of which is the annual MBTA assessment. Other non-appropriated expenses include: parking fine registry surcharge, air pollution control district, Metropolitan Area Planning Council, and Charter School Tuition. The Overlay is also included in non-appropriated expenses.
<b>Non-Departmental (Healthcare &amp; Pensions)</b>	The Town's non-departmental liabilities includes health insurance and retirement costs for employees and retirees.
<b>Non-Exempt Debt:</b>	Debt service that is funded by the General Fund and within the limitations of Proposition 2½ i.e., debt that has is not being paid for through a debt exclusion.
<b>OPEB:</b>	Other Post-Employment Benefits, benefits, other than pensions, paid or owed to retired Town employees for health insurance, life insurance, or other similar benefits. OPEB creates a liability on the Town's balance sheet, similar to a pension fund liability. The Town has created an OPEB Trust Fund to offset that liability and is adding funds annually.
<b>Override:</b>	Under the provisions of MGL Ch. 59 §21C (Proposition 2½), voters may increase the Levy Limit to fund operating expenses by passing an operating override. This increase is a permanent change to the levy limit. An override may not increase the levy limit above the levy ceiling.
<b>Overlay:</b>	This amount is requested and set aside by the Assessors to cover any property tax abatements. Each year any remaining amount may at the discretion of the Assessors be used as a source of revenue.
<b>Override Stabilization Fund:</b>	The Override Stabilization Fund was created as a result of the 2005 Proposition 2½ override. The Town makes annual appropriations to the fund until the time in which it is necessary to make withdrawals for the purposes of balancing the general fund budget. As a result of the 2011 override, the Town made appropriations to the Fund through FY2018. In FY2019, the Town started to withdraw funds to balance the operating budget and it is projected to be depleted in FY2020.
<b>Payment in Lieu Of Taxes:</b>	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
<b>Property Tax:</b>	The property tax levy is the revenue a city or town raises through real and personal property taxes.



<b>Proposition 2½</b>	A State law enacted in 1980 and encoded in MGL Ch. 59 §21C Proposition 2½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations. It established levy ceilings and levy limits for all cities and town in Massachusetts.
<b>Reserve Fund:</b>	A fund established by the Annual Town Meeting. It is under the control of the Finance Committee, which may authorize transfers for extraordinary or unforeseen expenditures. The fund may be composed of an appropriation of not more than 5% of the tax levy for the preceding year.
<b>School Department:</b>	The Town's largest departmental budget. Funds appropriated to the school department offset the costs of personnel, operating school department facilities, transportation, and other expenses necessary for providing public education in the district.
<b>Stabilization Fund:</b>	A general reserve. Money from this fund may be appropriated by a two-thirds vote of Town Meeting.
<b>Tax Title:</b>	As collection procedure that secures a city or a towns lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.
<b>Town Meeting:</b>	The legislative branch of town government. The Annual Town Meetings occurs each year in the spring and special town meetings sometimes meet in the fall or winter. Town Meeting authorizes all budget appropriations and debt issuances and it enacts changes to the Town's bylaws and zoning.
<b>Warrant Articles:</b>	The business agenda for Town Meeting is the warrant and the individual items are articles.





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